

Required Elements for Submission of the Unified or Combined State Plan and Plan Modifications under the Workforce Innovation and Opportunity Act

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OMB Control Number 1205-0522

OVERVIEW

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the Secretary of the U.S. Department of Labor that outlines a four-year strategy for the State's workforce development system. The publicly-funded workforce development system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all job-seekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each State and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of many of these approaches called for within WIOA requires robust relationships across programs. WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

Options for Submitting a State Plan

A State has two options for submitting a State Plan— a Unified State Plan or a Combined State Plan. At a minimum, a State must submit a Unified State Plan that meets the requirements described in this document and outlines a four-year strategy for the core programs. The six core programs are—

- the Adult program (Title I of WIOA),
- the Dislocated Worker program (Title I),
- the Youth program (Title I),
- the Adult Education and Family Literacy Act program (Title II), and
- the Wagner-Peyser Act Employment Service program (authorized under the Wagner-Peyser Act, as amended by title III),
- the Vocational Rehabilitation program (authorized under Title I of the Rehabilitation Act of 1973, as amended by Title IV).

Alternatively, a State may submit a Combined State Plan that meets the requirements described in this document and outlines a four-year strategy for WIOA's core programs plus one or more of the Combined State Plan partner programs. When a State includes a Combined State Plan partner program in its Combined State Plan, it need not submit a separate plan or application for that particular program. If included, Combined State Plan

partner programs are subject to the “common planning elements” (Sections II-IV of this document) where specified, as well as the program-specific requirements for that program where such planning requirements exist separately for the program. The Combined State Plan partner programs are—

- Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, as amended by the Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 U.S.C. 2301 et seq.)
- Temporary Assistance for Needy Families program (42 U.S.C. 601 et seq.)
- Employment and Training programs under the Supplemental Nutrition Assistance Program (programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)))
- Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))
- Trade Adjustment Assistance for Workers programs (Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- Jobs for Veterans State Grants Program (programs authorized under 38, U.S.C. 4100 et. seq.)
- Unemployment Insurance programs (programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
- Senior Community Service Employment program (programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- Employment and training activities carried out by the Department of Housing and Urban Development
- Community Services Block Grant (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.))¹
- Reintegration of Ex-Offenders program (programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532))

How State Plan Requirements Are Organized.

The major content areas of the Unified or Combined State Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning.

- The **Strategic Planning Elements** section includes analyses of the State’s economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the State’s workforce development system and alignment strategies for workforce development programs to support economic growth.
- The **Operational Planning Elements** section identifies the State’s efforts to support the State’s strategic vision and goals as identified in the Strategic

¹ States that elect to include employment and training activities carried out under the Community Services Block Grant (CSBG) Act (42 U.S.C. 9901 et seq.) under a Combined State Plan would submit all other required elements of a complete CSBG State Plan directly to the Federal agency that administers the program. Similarly, States that elect to include employment and training activities carried out by the Department of Housing and Urban Development that are included would submit all other required elements of a complete State Plan for those programs directly to the Federal agency that administers the program.

Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include:

- State Strategy Implementation,
- State Operating Systems and Policies,
- Assurances,
- Program-Specific Requirements for the Core Programs, and
- Program-Specific Requirements for the Combined State Plan partner programs. (These requirements are available in a separate supplemental document, *Supplement to the Workforce Innovation and Opportunity Act (WIOA) Unified and Combined State Plan Requirements*. The Departments are not seeking comments on these particular requirements).

When responding to Unified or Combined State Plan requirements, States must identify specific strategies for coordinating programs and services for target populations.² States must develop strategies that look beyond strategies for the general population and develop approaches that also address the needs of target populations.

Paperwork Reduction Act: The Paperwork Reduction Act of 1995 (PRA) provides that an agency may not conduct, and no person is required to respond to, a collection of information unless it displays a valid OMB control number. Public reporting burden for this information collection is estimated to be 86 hours per state; including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Responding to this collection is required to obtain or retain the Federal grant benefit. In addition, responses to this information collection are public, and the agencies offer no assurances of confidentiality. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Labor, Office of Workforce Investment, and reference OMB control number 1205-0522. Note: Please do not return the completed plan to this address.

² Target populations include individuals with barriers to employment, as defined in WIOA Sec. 3, as well as veterans, unemployed workers, and youth.

I. WIOA STATE PLAN TYPE and EXECUTIVE SUMMARY

(a) **Unified or Combined State Plan.** Select whether the State is submitting a Unified or Combined State Plan. At a minimum, a State must submit a Unified State Plan that covers the six core programs.

☐ **Unified State Plan.** This plan includes the Adult, Dislocated Worker, Youth, Wagner-Peyser Act, Adult Education and Family Literacy Act, and Vocational Rehabilitation programs.

X Combined State Plan. This plan includes the Adult, Dislocated Worker, Youth, Wagner-Peyser Act, Adult Education and Family Literacy Act, and Vocational Rehabilitation programs, as well as one or more of the optional Combined State Plan partner programs identified below. Indicate which Combined State Plan partner program(s) the State is electing to include in the plan.

- Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, as amended by the Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 U.S.C. 2301 et seq.)
- Temporary Assistance for Needy Families program (42 U.S.C. 601 et seq.)
- Employment and Training programs under the Supplemental Nutrition Assistance Program (programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)))
- Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))
- X Trade Adjustment Assistance for Workers programs (activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- X Jobs for Veterans State Grants program (programs authorized under 38, U.S.C. 4100 et seq.)
- Unemployment Insurance programs (programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
- X Senior Community Service Employment program (programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- Employment and training activities carried out by the Department of Housing and Urban Development
- Community Services Block Grant (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.))
- Reintegration of Ex-Offenders program³ (programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532))

³ The Reentry Employment Opportunities program (REO), formerly the Reintegration of Ex-Offenders Program (RExO), is referred to by its original name (RExO) in this document. This name change is a recent decision that was not incorporated into WIOA.

- (b) **Plan Introduction or Executive Summary.** The Unified or Combined State Plan may include an introduction or executive summary. This element is optional.

NONE: will be completed after all public comments are received and considered.

II. STRATEGIC ELEMENTS

The Unified or Combined State Plan must include a Strategic Planning Elements section that analyzes the State's current economic environment and identifies the State's overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs.

- (a) **Economic, Workforce, and Workforce Development Activities Analysis.** The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State's workforce system and programs will operate.

(1) **Economic and Workforce Analysis**

- (A) *Economic Analysis.* The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-State regions and any specific economic areas identified by the State. This must include—

- (i) Existing Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which there is existing demand.

Current labor demanded by Kansas employers is reflected in the 2019 Job Vacancy Survey. There are 56,022 job vacancies in Kansas, a 12.9 percent increase from 2018 and the most vacancies ever recorded in the history of the Job Vacancy Survey. This is a rate of 3.9 job vacancies for every 100 jobs in the second quarter of 2019. The industries with the most vacancies statewide are: leisure and hospitality; trade, transportation and utilities; education and health services; and government. The Job Vacancy Survey also breaks down industry vacancies by local area. The industry with the most vacancies in each area are: trade, transportation and utilities in Local Area I (2,128 vacancies) and Local Area III (4,952 vacancies) and leisure and hospitality in Local Area II (2,161 vacancies), Local Area IV (3,073 vacancies), and Local Area V (920 vacancies). Along with industry data, the Job Vacancy Survey provides information on the demand for particular occupations. The occupations with the most statewide openings in 2019 are: retail salespersons, registered nurses, nursing assistants, cashiers and waiters and waitresses. The top occupations and the number of openings for the local areas are also available: retail salespersons in Local Area I (490 vacancies); cashiers in Local Area II (374 vacancies); registered nurses in Local Area III (736 vacancies) and Local Area V (233 vacancies); and waiters and waitresses in Local Area IV (488 vacancies).

- (ii) Emerging Demand Industry Sectors and Occupations. Provide an analysis of the industries and occupations for which demand is emerging.

The occupations projected to grow the fastest in Kansas are ranked by the short-term and long-term projection programs. The short-term program projects the number of occupations two years from the base year while the long-term program projects out 10 years.

From the first quarter of 2018 to the first quarter of 2020 the top ten occupations with a minimum employment of 200 with the highest growth rate were transportation workers, all other; computer numerically controlled machine tool programmers, metal and plastic; home health aides; cargo and freight agents; aerospace engineering and operations technicians; physician assistants; aircraft mechanics and service technicians; information security analysts; nurse practitioners; and operations research analysts.

The ten fastest growing occupations in the long-term projection program were personal care aides; home health aides; information security analysts; software developers, applications; veterinary technologists and technicians; veterinary assistants and laboratory animal caretakers; statisticians; operations research analysts; veterinarians; and respiratory therapists. These occupations had employment over 200 in the base year and were selected for the fastest growth over the 10-year projection period from 2016 to 2026.

- (iii) Employers' Employment Needs. With regard to the industry sectors and occupations identified in (A)(i) and (ii), provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

Occupations expected to be in high demand currently and during the next two and ten year periods are general and operations managers; registered nurses; heavy and tractor-trailer truck drivers; laborers and freight, stock, and material movers, hand; first-line supervisors of food preparation and serving workers; nursing assistants; retail salespersons; food preparation workers; cashiers; combined food preparation and serving workers, including fast food; and waiters and waitresses. Each of these occupations scored the highest level of demand, 30 out of a possible 30 in the combined measures of long-term projection openings, short-term projection openings, and current job vacancies. They are ranked in order of median wage.

The Kansas economic conditions improved in 2018 after a year of little to no growth in 2017. Economic indicators including real GDP, nonfarm jobs, private sector jobs, the unemployment rate, personal income, and export sales improved over the two-year period. While these indicators continued to improve over the past two years, there are some areas of concern. The labor force decreased by 0.2 percent and the population only grew by 242 people over the past two years. The agriculture industry also continues to struggle in Kansas with agriculture real GDP decreasing by 27.4 percent during the two year period.

- (B) *Workforce Analysis*. The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA⁴. This population must include individuals with disabilities among other groups⁵ in the State and across regions identified by the State. This includes—
- (i) Employment and Unemployment. Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the State.

The number of jobs decreased slightly from 2016 to 2017 but increased again in 2018. In 2018, nonfarm employment grew by 12,200 jobs. This represented a 0.9 percent growth in nonfarm employment over the year. Increases were recorded in both the private and public sectors. In 2018, the private sector increased by 10,100 jobs (or 0.9 percent) while the public sector increased by 2,100 jobs (or 0.8 percent). The majority of the public sector job growth was in local government.

Multiple industries within the private sector contributed to the sector's overall growth in 2018. Out of the ten major private sector industries, eight recorded job growth. The manufacturing industry experienced the largest increase in jobs in 2018 with 3,600 jobs gained. Most of this growth occurred in durable goods manufacturing. The next largest increase in jobs was in the education and health services industry, which added 2,500 jobs in 2018. Almost all the growth was in health care and social assistance, which increased by 2,300 jobs. Other industries that experienced growth in 2018 were: professional and business services (+1,700 jobs); trade, transportation and utilities (+1,400 jobs); leisure and hospitality (+1,200 jobs); construction (+800 jobs); other services (+200 jobs); and mining and logging (+100 jobs).

Two of the ten major private sector industries decreased over the year. Financial activities lost 800 jobs, with job decreases in finance and insurance exceeding the job gains in real estate and rental and leasing. Information lost 600 jobs from 2017 to 2018.

The labor force increased in 2018 by 0.2 percent, marking the first over the year increase in the labor force since 2014. However, since 2016 the labor force is still down by approximately 3,100 people or 0.2 percent. The number of employed people in Kansas increased by 0.5 percent in 2018 to 1,432,387, a new Kansas record. The number of unemployed persons in Kansas continued to decrease, falling by 7.7 percent in 2018 to 49,833 unemployed. The unemployment rate was 3.4 percent in 2018. Both the number of unemployed and the unemployment rate are at their lowest since 1999.

Labor force data is also available by disability status from the American Community Survey 5-year estimate program. In 2017, the most recent year available, 6.5 percent of Kansans in the labor force reported one or more disabilities including hearing, vision,

⁴ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families program; single parents (including single pregnant women); and long-term unemployed individuals.

⁵ Veterans, unemployed workers, and youth, and others that the State may identify.

cognitive, ambulatory, self-care, and/or independent living difficulty. The number of employed individuals with disabilities increased from 2016 to 2017 while the number of unemployed decreased. This caused the unemployment rate for individuals with disabilities to fall to 10.5 percent. Even with this improvement, the 2017 unemployment rate for individuals with disabilities remained more than double the unemployment rate for all individuals in Kansas.

(ii) Labor Market Trends. Provide an analysis of key labor market trends, including across existing industries and occupations.

The number of total nonfarm jobs reached a new series high in 2018. Throughout the expansion following the Great Recession, most of the growth has been in service providing industries. Industries that have added the most jobs during this expansion include professional and business services; education and health services; and trade, transportation, and utilities. This trend is expected to continue, with both short-term and long-term projections indicating a higher rate of growth in the service providing sector than the goods producing sector.

Projection data for occupations can also be categorized based on the educational requirements and job training that is typically needed to enter that occupation. The education categories with the highest projected openings in both the next two years and ten years are no formal educational requirement, a high school diploma or equivalent, or a bachelor's degree. For the occupations requiring a high school diploma or with no educational requirements, higher turnover in these occupations increases the replacement rate for these categories, contributing to higher total openings. When occupation growth is categorized based on job training requirements, the majority of short-term and long-term openings are expected to be in occupations with no job training or short-term on-the-job training.

Personal income continued to increase in 2018, with Kansas personal income increasing 5.4 percent from 2017. The Kansas personal income growth rate was similar to the national rate which was 5.6 percent. Kansas' 2018 personal income growth rate ranked 27th among all the states.

Nominal GDP reached a record high of \$167 billion in 2018. This represented a 4.3 percent increase from 2017. Nominal GDP increases were recorded in all industries except agriculture. The Kansas GDP growth rate ranked 34th among all states in 2018, and was lower than the national rate which was 5.2 percent. Real GDP, which has been adjusted for inflation, also increased in Kansas, rising by 1.9 percent in 2018. Real GDP grew by 2.9 percent nationally.

Kansas export sales increased for the second consecutive year in 2018. Increases in food manufacturing, special classification provisions and machinery offset export decreases in transportation equipment and agricultural products. The transportation equipment manufacturing industry had the highest export sales in 2018, accounting for 23.7 percent of all Kansas exports. This industry includes the production of aerospace parts and products, motor vehicle parts and assembly, and other transportation equipment. In 2018, export sales for this industry totaled \$2.7 billion, a decline of \$241.9 million, or 8.1

percent, from 2017. The largest growth in export sales was recorded in the food manufacturing industry, which transforms raw products into products for consumption. Sales in this industry increased by \$277.8 million, or 12.3 percent, to \$2.5 billion. This made food manufacturing second in export sales of any industry. The third largest exporting industry in Kansas is agricultural products, which decreased by \$183.3 million to \$1.4 billion in 2018.

Labor productivity increased the last two years. Labor productivity is defined as total output divided by the total number of employed persons. Kansas labor productivity was \$106,299 in 2018, an increase of 1.4 percent from 2017. This was a faster growth rate than recorded nationally where the U.S. labor productivity grew by 1.3 percent from 2017 to \$119,198 in 2018.

The state's population actually decreased in 2017 before rebounding in 2018. The Kansas population only grew by 242 people over the two year period. The 2018 Kansas population was 2,911,505 people. The national population growth rate has also been at modern historical lows with a growth rate of 0.6 percent in 2017 and again in 2018. Since 2010, Kansas and the U.S. have averaged 0.2 percent and 0.7 percent population growth, respectively.

Average weekly hours worked and average hourly earnings in the private sector increased in 2018 for Kansas. These increases resulted in an average weekly earnings increase of 4.3 percent. Average weekly hours worked nationally has been little changed since 2012, while average hourly earnings increased from 2017 to 2018. Average weekly earnings in the U.S. increased by 3.3 percent. Inflation in the Midwest region was lower than the national average, 1.9 percent compared to 2.4 percent nationally. When adjusted for inflation, real weekly earnings in Kansas increased by 2.3 percent in 2018 and real weekly earnings increased by 0.8 percent nationally.

(iii) Education and Skill Levels of the Workforce. Provide an analysis of the educational and skill levels of the workforce.

Labor force data by educational attainment is collected through the Current Population Survey. Based on labor force data for people who are 25 and older, the largest educational attainment category for Kansas and the U.S. is individuals with a bachelor's degree or higher. In Kansas, this category accounted for 39.9 percent of all individuals who are 25 or older and in the labor force in 2018. This is similar to the U.S. rate of 40.6 percent. The next largest labor force category is individuals with some college or an associate degree. Labor force participants in this category make up a larger share of the total Kansas labor force than the U.S. (28.1 percent in Kansas, 26.6 percent in the U.S.). The percent of high school graduates in the labor force are also similar in Kansas (25.4 percent) compared to the U.S. (25.5 percent). The smallest category is individuals with less than a high school diploma (6.7 percent in Kansas, 7.3 percent in the U.S.). One take away from comparing the distribution of educational level in the labor force is Kansas

has a similar percentage of workers with postsecondary education and likely high skill level compared to the rest of the country making our labor force competitive.

(iv) Skill Gaps. Describe apparent 'skill gaps'.

Finally, there is much discussion in the labor market information community regarding skill gaps. The research into skill gaps is costly and varies considerably. Some question its reliability and usefulness. Kansas does not maintain a complete skill gaps analysis. Employer demand for skilled workers is reflected in the current openings, short-term, and long-term demand projections described above.

However, apparent skill gaps can somewhat be inferred in that there are unemployed workers and jobs that need to be filled. This is especially true since for the last two years according to the Kansas Job Vacancy Survey, there have been more job vacancies than unemployed people. One can assume that some of those jobs are unfilled because of a lack of skilled workers. However, jobs may be vacant because of geographic barriers between worksites and workers' residences, insufficient pay, or a lack of interest in particular types of work.

Some skill gaps can be addressed through Career Technical Education. The Kansas Board of Regents' Technical Education Authority has established twenty-five program Alignment Maps in ten federal instructional program classifications: Healthcare, Dental Care, Engineering Technology, Automotive Technology and Collision Repair, Construction/HVAC/Carpentry, Computer Sciences, Welding, Machine Technology, Diesel Technology, Electrical/Utility Technology and Police and Corrections Sciences. Most of these programs lead to careers in occupations which pay wages high enough to allow workers to earn wages which are self-supporting. Postsecondary institutions, or business and industry or WIOA Core and Required Partners in partnership with postsecondary institutions, can create career pathways which will be supported by WIOA funds.

For all of the occupations highlighted in this plan, detailed information on the tasks, knowledge, skills, and abilities needed to do the job are available through the O*NET site.

Kansas Department of Labor, Labor Market Information Services conducts studies of private sector industries and their respective job growth. The short-term industries projection database is accessible at <https://klic.dol.ks.gov/gsipub/index.asp?docid=765> and the long-term industries projection database is accessible at <https://klic.dol.ks.gov/gsipub/index.asp?docid=743>. Those industries exhibiting growth are generally considered to be in-demand industries.

A list of high demand occupations in Kansas is available from the Kansas Labor Information Center <https://klic.dol.ks.gov/gsipub/index.asp?docid=403>. Those occupations listed are generally considered to be in-demand occupations.

- (2) Workforce Development, Education and Training Activities Analysis. The Unified or Combined State Plan must include an analysis of the workforce development activities, including education and training in the State, to address the education and skill needs of the workforce, as identified in (a)(1)(B)(iii) above, and the employment needs of employers, as identified in (a)(1)(A)(iii) above. This must include an analysis of—
- (A) *The State's Workforce Development Activities.* Provide an analysis of the State's workforce development activities, including education and training activities of the core programs, Combined State Plan partner programs included in this plan, and required⁶ and optional one-stop delivery system partners.⁷

Core Workforce Development Activities

(A) KANSASWORKS (Adult, Dislocated Worker & Youth {Title I}; Wagner-Peyser {Wagner-Peyser Act, as amended by Title III})

KANSASWORKS includes Titles IB and III of WIOA, as carried out by the Kansas Department of Commerce (Commerce) and local workforce development operators.

Traditional workforce training and case management services are provided through KANSASWORKS. Services to individuals based on their eligibility for services, priority of services and available resources. Labor Exchange and other Wagner-Peyser services are provided by state staff, co-located in workforce centers and in conjunction with Veteran's programs, community services and other state services.

(B) Adult Education and Literacy Program (Title II)

Kansas Adult Education programs provide instruction and student support services to adults who lack a high school credential or secondary level skills, or who are not proficient in English. Below is an overview of the strengths and weakness of Adult Education services in terms of state performance, state policies and procedures, and local programs.

(C) Vocational Rehabilitation (Title I of the Rehabilitation Act of 1973, as amended by Title IV)

The Vocational Rehabilitation (VR) program provides a wide range of services to empower Kansans with disabilities to achieve their goals for employment, independent living and self-reliance.

⁶ Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs program, Senior Community Service Employment program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistance programs, Unemployment Compensation programs, and YouthBuild.

⁷ Workforce development activities may include a wide variety of programs and partners, including educational institutions, faith- and community-based organizations, and human services.

Combined State Plan Partner Programs Workforce Development Activities

(A) Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))

Workforce development activities for TAA are managed at the state level in the Kansas Department of Commerce with services disseminated through **KANSASWORKS** Job Centers. Kansans who have lost or may lose their jobs as a result of foreign trade are assisted by provision of services afforded to all employers and job seekers in addition to job training, income support, job search and relocation allowances, a tax credit to help pay the costs of health insurance, and a wage supplement to certain reemployed trade-affected workers 50 years of age and older. Veterans Services are provided priority in job placement, training activities and placement services. Case management services are provided to qualified veterans and qualified individuals.

To be eligible, a TAA petition must be filed with the U.S. Department of Labor for certification. The TAA petition may be filed by: (a) three or more workers; (b) employer's representative; (c) unions; (d) one-stop operators or partners; or (e) the state dislocated workers unit. TAA petitions are investigated by the federal government to determine eligibility for certification. Once the petition has been certified by DOL, workers are eligible to apply for TAA services.

(B) Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et seq.)

Veteran workforce development activities are handled in partnership with Kansas Commission on Veterans' Affairs. The Commission operates the KanVet website (KanVet.ks.gov), which provides direct access to State of Kansas veteran-specific resources and benefits without having to navigate multiple state agency websites. The KanSERVE program assists veterans in finding available civilian jobs and training utilizing occupational specialty codes.

Employment services for veterans and the Disabled Veterans Outreach Program (DVOP) are administered through **KANSASWORKS**. Staff members are strategically placed in **KANSASWORKS** American Job Centers aimed at meeting the needs of all veterans with significant barriers to employment. WIOA partners trained in case management will assess and serve veterans at all local workforce center locations. Kansas has integrated all DVOP specialists into the AJC's system through assignment to a Workforce Center. Veterans are initially identified by a front desk member. An assessment to identify any significant barriers to preventing employment (SBE) is conducted. Veterans with SBE's are referred to a DVOP. Those who do not have SBE's are provided services through the workforce center staff. Despite the determination of SBE status, all veterans remain entitled to, and do receive Veteran Priority of Service.

Local workforce development boards provide priority job placement and training activities to veterans. Plans on how services are provided are located in the State Policy narrative and in local workforce board WIOA plans. These plans include: how available resources (WIOA, Wagner-Peyser and others) are pooled to provide core and intensive services; processes to accomplish intake, assessment, registration and follow-up services; a description of mediated and non-

mediated services; how veterans are provided priority in placement services and activities; and detailed description of how case management services are provided to veterans.

All workforce centers have an integrated, business services function responsible for connecting local employers to the local One-Stop system. In addition, Kansas has developed a coordinated intake and information system through **KANSASWORKS** .com, the statewide job search and case management system to facilitate the provision of services to veterans.

Educational opportunities are promoted through counseling services to veterans. Commerce and Regents coordinate education and training activities to increase postsecondary capacity for job driven training programs. Additionally, LWDBs provide real-time intelligence regarding skill gaps and projected skill needs.

American Job Center staff provide job search and placement services for veterans including counseling, testing, occupational and labor market information, and skill evaluations such as WorkReady!, to help veterans make educated and up-to-date decisions about their training and employment needs. Veterans will be introduced to America's Career InfoNet, O-Net, and other local resources that offer career exploration, education and job tools such as the following to help them make career decisions:

(C) Senior Community Service Employment Program (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

Kansas State SCSEP is operated in seven counties in south central Kansas: Butler, Cowley, Harper, Harvey, Kingman, Sumner and Sedgwick. The LWDB, Workforce Alliance of South Central Kansas, provides SCSEP services through its workforce centers, creating an excellent opportunity for SCSEP participants to access all available **KANSASWORKS** services. KWSB has codified the inclusion of older workers as a priority population for all **KANSASWORKS** services. With the implementation of WIOA, strategic coordination of the Core Partners results in an investment in skill development of SCSEP participants. Services from WIOA Adult and Dislocated Worker Workforce Development, VR, Adult Education and Wagner-Peyser are utilized to streamline services for SCSEP participants. WIOA as implemented in Kansas ultimately assures participants are able to access all services for which they are eligible through all WIOA Core Partners.

As it was prior to WIOA, SCSEP is truly another program of **KANSASWORKS** where customers are provided with the same services as any other eligible job seeker.

(D) Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American programs, HUD Employment and Training programs, Job Corps, National Farmworker Jobs program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner, Unemployment Compensation programs, and YouthBuild

Referrals to and from these partners are provided through the core, combined state plan, and required partners of the public workforce system. All participants referred to the public workforce system receive the same range of services for which they are eligible as described in Section VI Requirements for Core Programs.

- (B) *The Strengths and Weaknesses of Workforce Development Activities.*
Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A), directly above.

The Strengths and Weaknesses of Workforce Development Activities: KANSASWORKS

Strengths

- Met or exceeded the common performance measures requirements consistently throughout the implementation of WIOA
- Streamlined service delivery to more efficiently serve jobseekers and workers
- Leveraged outside resources to increase and improve services to jobseekers and workers
- Successfully partnered with other service providers including other state agencies, postsecondary education providers, community-based organizations and employers
- Developed and maintained a Management Information System which fulfills the requirements of US DOL and which is utilized in 14 other states

Weaknesses

- Not significantly increased the number of individuals with barriers to employment who receive training and other more intensive services
- Limited success with blending and braiding resources across some core and required partner systems to meet the needs of jobseekers and workers
- Varied success at meeting the workforce needs of all industry sectors, as well as in some geographic areas of the state
- Unable to secure signature of Vocational Rehabilitation leadership on some Local MOUs which include Infrastructure Funding Agreements per **KANSASWORKS** Policy 5-24-00, located at <https://ksworksstateboard.org/policies-and-procedures/>

The Strengths and Weaknesses of Workforce Development Activities: Adult Education

Strengths

State Performance

- Kansas adult education has traditionally performed in the top quartile in all performance indicators, demonstrating success in serving individuals with barriers to employment, especially those who lack basic skills, are English language learners, or have substantial cultural barriers.
- Over the last seven years, Kansas adult education has increased the rate of participants in intermediate and higher educational functioning levels who entered higher education within three years of program exit from 23% to 34.6%.

State Policy and Procedures

- Kansas distributes state funding and a minimum of 82.5% of federal funding through a performance-based funding formula. The formula is based primarily on federal and state measures, services to most-in-need learners, and indicators of quality. (Kansas expends 12.5% of federal funding for state leadership activities and 5% of federal funding for administrative activities.)
- Kansas adult education has implemented a risk-based monitoring system to effectively identify and offer technical assistance to programs not meeting performance or compliance targets.
- Kansas adult education has adopted the College and Career Readiness Standards published by the Office of Career, Technical, and adult education which are clearly aligned with the state's K-12 challenging academic content standards.
- Adult education Program leaders are convened throughout the year to participate in shared decision-making and professional development.

Local Programs

- Local program providers include a mix of two-year colleges and school districts.
- Local programs have served participants, including refugees, from over 100 countries.
- Several local programs support the educational and skill achievement of parents and family members to participate in the educational development of their children through partnerships with local school districts in family literacy programs.
- Multiple local adult education programs offer correctional education programming that assists inmate populations in obtaining the skills and industry-recognized credentials they need to successfully reenter society.
- One local adult education provider employs a faculty member who is a national trainer in the Student Achievement in Reading (STAR) evidence-based reading program.
- Local programs have increased the number of employer partnerships, giving an opportunity to deliver services to students during a time of record low unemployment.

The Strengths and Weaknesses of Workforce Development Activities: Vocational Rehabilitation

Weaknesses

State Performance

- Enrollment has continued to decline, resulting in service to a smaller percentage of eligible adults.
- Many programs struggle to maintain their high level of Measurable Skill Gain completion.

State Policy and Procedures

- Given the geography of the state, KBOR staff struggle to provide consistent professional development access on a schedule that benefits all programs.

Local Programs

- The rural nature of most of the state leaves many Kansans without immediate physical access to instruction and few local programs offer instruction through online or other distance delivery methods.

The Strengths and Weaknesses of Workforce Development Activities: Vocational Rehabilitation

Strengths

- Services are individualized to address each person's unique strengths, impediments to employment and vocational goals. An individual plan for employment is jointly developed between each customer and the VR counselor to address specific barriers to employment, the vocational objective, and the services necessary to achieve that objective.
- VR counselors are highly trained to address the complex disability, employment and cultural issues that impact persons served, and to facilitate informed decision-making in partnership with their customers.
- 96% of persons rehabilitated into employment in PY 2018 were persons with significant disabilities, meaning that they had multiple functional limitations in major life areas such as mobility, communications, self-care, interpersonal skills, work tolerance, work skills and self-direction.
- VR emphasizes the employment potential of youth with disabilities and the importance of them gaining an early attachment to work or postsecondary education resulting in employment. 940 new Individual Plans for Employment were developed for youth in PY 2018.
- Over the past ten years, approximately 75% of persons rehabilitated report their own earnings as their largest source of financial support, a significant milestone toward self-sufficiency and reduced reliance on public benefits.
- VR services are comprehensive and flexible in order to empower each customer to maximize employment.
- The End-Dependence Kansas initiative emphasizes the use of evidence-based practices throughout the VR service delivery system, including community-based service providers, to increase employment outcomes.

Weaknesses

- High turnover among counselors and difficulty recruiting new staff in some areas of the state impact the stability and timeliness of services.
- While also a strength of the program, the requirement that VR counselors have a master's degree in rehabilitation counseling or a closely related field makes staff recruitment a challenge.

- A stronger and more direct connection with the employer and business community is needed to increase employment options and opportunities for Kansans with disabilities.
- VR needs to build its data analysis capacity to report common performance accountability measures and to identify costs associated with co-enrolled job seekers.

The Strengths and Weaknesses of Workforce Development Activities: Trade Act

Strengths

- Exceeded performance goals over last three years
- TAA staff stationed within the Job Centers and able to travel to local communities where there is no **KANSASWORKS** Job Center with the ability to serve customers within their local area by utilizing local community space (businesses, colleges, libraries).
- Increased outreach activities for statewide understanding of Trade Adjustment Assistance. Maintaining a positive working relationship with local training providers.
- TAA now supports paperless customer files using a private computer drive. This allows case managers and administrative staff to work in the same file. Eliminating duplication of files, allowing for better case management coverage and the creation of one consistent complete customer file for each customer and the reduction of the use of paper, has been our focus. No new paper customer files will be created after October 2019.
- Improved working relationships with Kansas Departments for sharing reporting information.

Weaknesses

- Less than desired by-in from local areas for WIAO/DW co-enrollment (USDOL TAA directive)
- Coordination shortfalls for Registered Apprenticeship and OJT opportunities for TAA customers (USDOL TAA directive)
- Delay in identifying needed information to file a petition after new lay-offs occur
 - The Trade Adjustment Assistance (TAA) programs assist workers who have lost or may lose their jobs as a result of foreign trade. TAA Benefits may include job training, income support, job search and relocation allowances, a tax credit to help pay the costs of health insurance, and a wage supplement to reemployed trade-affected workers 50 years of age and older.
 - Veterans Services are provided priority in job placement, training activities and placement services. Case management services are provided to qualified veterans and qualified individuals.

The Strengths and Weaknesses of Workforce Development Activities: JVSG

Strengths

- Met and exceeded the negotiated performance measures, to include the program's national goal of a 90% individual career service rate. JVSG staff assisted 20% of the Veteran population that utilizing **KANSASWORKS** with over 85% Entered Employment Rate.
- Successfully integrated JVSG staff with career one-stops and streamlined services and processes that makes a veteran's transition and referral to partnering services fluent and efficient. This includes updates to intake procedures in determining the Veteran's needs and to determine which pathway to employment would be most advantageous.
- Utilizing the **KANSASWORKS** AJL system as our primary case tracker, allowing JVSG to be 100% digital, ultimately creating efficiency and printing cost savings opportunities. Additionally, establishing **KANSASWORKS** digital referral for better case tracking and case managing.
- Successfully partnered with other Veteran Service Organizations, creating an outreach, connection, intake and co-enrollment process that allows us to not only meet the Veterans training and employment needs, but basic fundamental needs such as, housing, medical/ counseling and other interim needs that may be preventing them from entering and maintaining long-term employment.
- Strategic placement of Veteran staff on three military installations and a Native American Veteran on local and regional reservations. These staff members have been simulated into these communities to provide additional employment services that previously was absent.
- Outreach to local reservations, tribal organizations identifying the Native American Indian Veterans. Since this position has been created JVSG/Work Force Agency now aid the Native American Population that was stagnate in previous years.

Weaknesses

- Over the past 5 years the number of transitioning service members, and the Wounded Warrior Transition Units has significantly declined; actions such as newly formed Career Skills Program which incorporate both Workforce Centers and the installations, i.e. "Heroes Make America", Kansas Employer Exploration Program (KEEP), "Hiring our Heroes, Cooperate Fellowship Program" and other programs aid in retention and employment for Kansas.
- Kansas DOL's inability to capture accurate veteran data, specifically identifying the veteran population, additionally this anomaly decreases Veteran un-employment rates and an overall decreases the veteran population in the state of Kansas. Measures are currently taking place for tracking un-employed veteran populations through Reemployment Services and **KANSASWORKS** AJL.
- The lack of resources to help Veterans with justice involved backgrounds, to obtain meaningful employment to meet their financial needs. Employer incentive funds, outside of Federal Bonding, WOTC and similar programs, would help leverage hiring and on-the-job training opportunities.

- Accessibility of JVSG staff to serve veterans in remote and/or less populated areas in the state that have limited internet or state/federal resources to access veteran services. The utilization of media equipment as; Skype, twitter, Facebook and the KANVET website “Pop-ups” Robots are currently under initial phases to assist veterans in the rural areas of the state.

The Strengths and Weaknesses of Workforce Development Activities: SCSEP

Strengths

- Services are provided by a Local Area Workforce Development Board, providing participants direct access to all programs and services offered by the local workforce development system
- Provider administrative staff have significant experience in OMB and other federal and state requirements
- The metro service area provides suitable opportunity for Host Site recruitment
- Individual recruitment and employment placement performance is trending upward
- With ongoing technical assistance and support, Kansas had but one finding in the 2019 federal monitoring report, resulting in the development of a policy and closure of the finding

Weaknesses

- The SCSEP project has a difficult time recruiting eligible participants in rural areas
- Entered Employment and Service Level has dipped below required performance levels
- No other qualified provider responded to a Request for Proposal distributed by Commerce to provide SCSEP services

(C) *State Workforce Development Capacity.* Provide an analysis of the capacity of State entities to provide the workforce development activities identified in (A), above.

State Workforce Development Capacity: KANSASWORKS

KANSASWORKS, including JVSG, SCSEP, Trade Act and all other partner programs, has the capacity to continuously improve services to jobseekers and those with more barriers to employment through enhanced partnerships, targeted distribution of resources and staff training. Technology upgrades and access to multiple data systems would substantially increase capacity to serve more individuals more effectively and efficiently. Capacity continually changes based on annual reduction in funds, whether caused by an improved economy or cuts in federal appropriations.

State Workforce Development Capacity: Adult Education

- Services to rural areas tend to be more expensive due to the lack of economy of scale and added costs to support staff and provide professional development. This has been a constant limit on the state's capacity to serve eligible populations.
- Record low unemployment has made student recruitment difficult, leading to a further decline in enrollment while programs work to adjust the delivery of services to better accommodate a working student population.
- Local adult education programs are working to expand their capacity through partnerships with postsecondary CTE partners, supporting additional student populations through their education and career journey.
- While enrollment in traditional adult education classes has decreased, programs must seek innovative partnerships with employers and the business community to expand access for all learners.

State Workforce Development Capacity: Vocational Rehabilitation

- Currently VR has the capacity to serve about 6% of the nearly 180,000 working age Kansans with disabilities (*Disability Statistics Compendium*).
- Requirements to set-aside funds for pre-employment transition services and potential one-stop infrastructure costs must be carefully monitored to determine if Order of Selection will be necessary. Order of Selection is the process for establishing waiting lists for services if there are not sufficient funds or personnel to serve all eligible individuals who apply.
- Gaps in the service provider network, especially in rural and frontier areas of the state, limit the program's capacity to provide intensive job search assistance, job carving and on-the-job supports.
- Young people with disabilities need more opportunities to explore employment options, gain work experience and develop soft skills through paid work-based learning.

As required by WIOA plan modification instructions, every two years the Core Partners will complete a thorough analysis of the overall strengths, weaknesses and capacity of the workforce system when viewed as a whole. Activities to build on strengths and to address weaknesses and capacity issues are completed in accordance with priorities and within available resources.

(b) **State Strategic Vision and Goals.** The Unified or Combined State Plan must include the State's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include—

- (1) **Vision.** Describe the State's strategic vision for its workforce development system.

KANSASWORKS STATE BOARD STRATEGIC PLAN

- The Kansas workforce system will be the national leader in meeting business talent needs, growing the economy and providing access to quality careers for every Kansan through integrated service delivery.

MISSION STATEMENT

The **KANSASWORKS** mission is to deliver a qualified workforce through training and matching services available to Kansans supporting businesses, growing regional economies and improving the prosperity of all.

Guiding Principles

- Serve and advise our individual and business customers with dignity, respect and empathy.
- Communicate efficiently and effectively within the workforce system and with our customers and stakeholder.
- Build effective partnerships that are solutions driven in every region and at the state level.
- Make informed decisions by validated data from business, partners, stakeholders and customers.
- Value employment as a path to self-sufficiency and independence for all adults in Kansas.
- Embrace and leverage technology to maximize customer and employer accessibility and utilization.
- Drive accountability and continuous improvement of the workforce system.

- (2) Goals. Describe the goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities. This must include—
- (A) Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers to employment⁸ and other populations.⁹
 - (B) Goals for meeting the skilled workforce needs of employers.

As reflected in the **KANSASWORKS** State Board's goal listed below. job seekers with barriers to employment are the target of our workforce system; we value employment as a path to self-sufficiency and independence for all participants. For a more detailed description of physical and programmatic access see Section III(b)(8).

Goal One: Customer Service Accountability Lead: Workforce Alignment Committee
Objective 1.1: Empower Employees to Succeed Priority Activity: Employee ownership/pride of ownership Key Strategies • Solicit feedback from employees • Consult customers (both jobseekers and employers) • Representatives from this team

⁸ Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.

⁹ Veterans, unemployed workers, and youth and any other populations identified by the State.

meet with Executive Directors and key local board members — line out what we are trying to accomplish — how do we work together to accomplish this Potential Action Steps • Determine exactly who are the employees including partners • Define what to ask — key questions of what needs to happen to accomplish goals • Who will ask — should be independent, not inside (unbiased and not connected)

Objective 1.2: Obtain Customer Service Input Priority Activity: Analyze/provide proper feedback Key Strategies • Independent analyze • SWB reviews/provides feedback Potential Action Steps • Distribute to all connected parties • Set the recommendations around what is the solution for what we're trying to accomplish (what do we do with the information) • Empower employees to accomplish what we want them to accomplish

Objective 1.3: Determine and Share Best Practices Priority Activity: Individual Input Key Strategies • Solicit feedback from individual customers via surveys (e-mail, in person, telephone, mobile, social media, etc.) Potential Action Steps • Contract with a 3rd party, neutral agency to develop, gather and summarize the information • Ensure all user experiences are covered • Share results with all interested parties • Input is carefully reviewed for improvement or celebration at appropriate level Priority Activity: Focus Groups Key Strategies • Follow-up after the individual input to gather input from customers via focus groups Potential Action Steps • Follow the same steps as above • Ensure the feedback mechanisms are standardized • Potentially develop online community groups and discussion boards to continue to gather valuable feedback

Priority Activity: Include Partners Key Strategies • Ensure 3rd party contractor includes the partner and partner customers in this process Potential Action Steps • Ensure consistency and standardization for input measuring program is equally implemented and standards used can be efficiently measured by the Performance group

Goal Two: Performance Accountability and Transparency Accountability Lead: Performance and Accountability Committee Objective 2.1: Reports with Meaningful Outcomes Priority Activity: Obtain and report meaningful outcomes that are evaluated on a continuous quarterly basis. Key Strategies • Performance & Accountability Committee to determine measures that have real meaning and value Potential Action Steps • Determine appropriate measures to show cost per participants served for WIOA core programs • Show the actual value of Kansas Work Ready Certificate for job seekers and employers • Performance & Accountability Committee to recommend measures to full board • Reports have definitions for easy understanding of meaning and value

Objective 2.2: Reporting Compliance and Value Priority Activity: SWB will review reports that show WIOA performance compliance as well as overall value of the workforce system Key Strategies • Identify performance measures which show value of all core partners • Focus on number of customers served and number of customers placed in employment • Evaluate and review all WIOA core partners Potential Action Steps • Develop a performance reporting policy for the SWB • Determine what data is available to collect • Give local areas opportunity to highlight services in remote areas of the State • Develop a measure for referrals to WIOA core partners and outcomes of those referrals

Objective 2.3: Examining Local Area and State-Wide Outcomes Priority Activity: Examine both local and state outcomes that include effective stewardship of all funds on a continuous basis Key Strategies • Performance & Accountability Committee to

determine what kinds of ROI measures should be used • Look at all local areas and keep in mind the impact of each local area on state-wide performance • Promote continuous improvement while looking at history of performance Potential Action Steps • Understand the training parameters of each local area based on employer needs • Compare workforce center traffic numbers to actual enrollment numbers as a way to understand how and why customers are enrolled into the programs • Measure the outcomes (number or % of people enrolled that actually became employed as a result of AJC efforts) employed and not just the money that is spent • Compare cost per customer served for each local area's grant/funding stream

Objective 2.4: Excellent Customer Service Across All Core Partners Priority Activity: Establish customer service excellence across all core partners Key Strategies • Ensure system-wide consistency • Include all locations with WIOA core partners Potential Action Steps • Work with Customer Service committee • Performance & Accountability Committee to develop baseline measures • Performance & Accountability Committee to continuously review customer service levels

Objective 2.5: Measuring KWSB Performance and Effectiveness Priority Activity: Measure SWB performance and effectiveness Key Strategies • Understand SWB role and continuously review that role in SWB meetings and committee meetings • Ensure SWB members know why they are on the board and the value they add

Potential Action Steps • Engage Executive Committee to commit to leading the evaluation of the SWB

Goal Three: System Messaging and Awareness Accountability Lead: Workforce Alignment Committee Objective 3.1: Support an Effective Roll-Out of a Common Brand/Logo Across the System Priority Activity: Establish and implement a strategic and streamlined communications/messaging plan to support common brand/logo roll-out Key Strategies • Develop a marketing/messaging strategy to do an official “unveiling” of the logo brand to, garner press coverage through press releases, online messaging through internal and affiliate websites of partners, take advantage of small market TV and radio public service announcements Potential Action Steps • State and Local Workgroup (led by Emily Fitzgerald) develops messaging roll-out plan w/action steps, timeline and budget. Plan should include/consider: ? budget development and monitoring to ensure fiscally responsible roll-out ? contracting with independent third party to lead the messaging of the roll-out ? identification/leveraging of the successful work of other states

Objective 3.2: Obtain a Full Understanding of Kansans' Awareness about the System Priority Activity: Develop a two-phased comprehensive outreach plan for: o assessing Kansans' awareness of the current system o using the information gathered through that assessment to identify action steps for increasing system awareness, access and usage across both employer and job seeker customers Key Strategies • Outreach should effectively target key groups, including people who use services (employers, at-risk youth, underemployed, white collar employers and workers, etc.); people who would recommend the system (social workers, school counselors, community-based organizations, etc.) • Plan should include survey, focus groups, etc. and should be coordinated with any other outreach efforts from other groups • The results from the assessment inform action steps for this objective as well as all others in this plan Potential

Action Steps • SWB directs the development of a Statewide workgroup that includes all core and key partners (ensure that group has representation from those that provide the actual services in local communities) • The Workgroup would be charged with identifying the key objectives of the outreach effort and developing a plan for executing • The Workgroup may need the support of a third-party contractor to effectively design and execute the outreach Objective 3.3: Align and Strengthen State and Local Partners' Communications Priority Activity: Collaboratively establish minimum standards around a system-wide messaging approach that clearly articulates a shared vision, available services, resource and access points. Effort should include the following guiding principles: o ensuring that messaging is as simple as possible o remains relevant Key Strategies • Conduct a scan of state and local messaging methods across key partners to identify areas of misalignment and/or lack of connection. Before beginning scan, consult existing data that may be available through secret shopping or other efforts regarding effectiveness of messaging. • Identify “non-negotiables” of streamlined messaging across the various modes (web presence, social media) which may include consistency across logo/branding, color schemes, structure of websites, nomenclature, etc. with a priority on eliminating jargon and messaging the effectiveness of the talent development system. Potential Action Steps • Identify state agency staff to consult existing data and, if needed, conduct scan to present to workgroup (below). • SWB directs the development of an interagency, cross-level workgroup to develop standards. Workgroup should have representatives from state and local levels as well as from industry, education and government. This work should commence within six months of the branding roll-out.

Objective 3.4: Effectively Message System Performance to Show Value of the System Priority Activity: Identify key performance outcomes that demonstrate the value and effectiveness of the system to Kansans

Key Strategies • Use results of the outreach work done in Objective 3.2 to guide what performance info is shared. This work should identify the gaps Kansans' have around what the system offers and where it excels. The identified performance data should plug those gaps. Potential Action Steps • Identify state staff to conduct the research into other states' efforts

Priority Activity: Strategically embed and regularly update the performance information above to the public through a variety of channels, including **KANSASWORKS**, Social Media, partner sites, publications, Radio/TV/Print, etc. Key Strategies • Research how other states share performance regarding their system, including the following research questions: o What do they share? o Have they identified measures (beyond those required by the federal govt) that may resonate with key groups (employers, people with disabilities, dislocated workers, etc.)? o How do they share that information (i.e. which modes)? o Is it presented the same through all communication vehicles or targeted to work best with the medium and or target audience? Potential Action Steps • Use any key performance indicators identified by the Performance Goal Team, results of outreach work in Objective 3.2 and the research noted above to identify key outcomes

Goal Four: GOAL 4: Technology Integration Accountability Lead: Workforce Alignment Committee Objective 4.1 Develop Tools to Measure the Use of Technology and the Value of **KANSASWORKS** Priority Activity: Gathering intelligence around customer

use of technology and perceptions of customer service Key Strategies • Assist multiple audiences to provide feedback on customer service and the **KANSASWORKS** online site • Assist multiple audiences to provide feedback on customer service and the use of online tools Potential Action Steps • Encourage use of survey embedded into **KANSASWORKS** site, then develop a mechanism for quick exit survey, for customers to provide immediate feedback • Share this data with partners • Develop and send out a follow up survey weeks or months (to be determined) after first contact for customers to provide feedback on both customer service, and the value obtained from web site tools

Objective 4.2: Communicate Efficiently and Effectively with Customers and Stakeholders Priority Activity: Simplify online services Key Strategies • Make the system more user friendly • Make the system more intuitive • Make the system more innovative Potential Action Steps • Develop common front door between title programs • Conduct a process review — ask staff and/or partners to go navigate the site and identify areas to be updated following the implementation of the new site (16.0) • Solicit Kansas Business user input on ease of use and system access • Develop App • Contractor planning for Youth Focus Group

Objective 4.3: Extend Service Reach to Rural Areas Priority Activity: Develop outreach plan to rural areas Key Strategies • Mobile Workforce Center Tours Potential Action Steps • Develop a calendar for mobile center stops and publish online, and in rural communities, locations where individuals gather provide informational materials

Priority Activity: Develop a chat function within KANSASWORKS.com Key Strategies • Ease of access to services for those that do not have access to a center Potential Action Steps • Integrate chat function into KANSASWORKS.com

Objective 4.4: Ensure Accessibility for all Populations Priority Activity: Ensure accessibility in software, websites, technology, apps, etc. Key Strategies • Evaluation of software accessibility online by outside consultant Potential Action Steps • Evaluation by free vendor under way in partnership with VR. Review findings end of June • Currently purchasing current / up to date equipment for all locations, will be providing staff training for new equipment and software. Priority Activity: Ensure accessibility of technology in offices Key Strategies • Evaluation of accessibility at local area offices Potential Action Steps • Job Center Accessibility — equipment and software upgrades • Staff training and professional Development

- (3) Performance Goals. Using the table provided in Appendix 1, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)

Adult	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Employment Rate 2nd Quarter After Exit	82.8%	78.7%	82.8%	78.7%
Employment Rate 4th Quarter After Exit	83.2%	76.6%	83.2%	76.6%
Median Earnings 2nd Quarter After Exit	\$ 7,089	\$ 6,225	\$ 7,089	\$ 6,225
Credential Attainment within 4 Quarters After Exit	67.4%	67.4%	67.4%	67.4%
Measurable Skill Gains	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Credential Attainment within 4 Quarters After Exit	67.4%	67.4%	67.4%	67.4%
Measurable Skill Gains	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>

Dislocated Worker	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Employment Rate 2nd Quarter After Exit	84.1%	81.7%	84.1%	81.7%
Employment Rate 4th Quarter After Exit	86.6%	80.2%	86.6%	80.2%

Dislocated Worker	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Median Earnings 2nd Quarter After Exit	\$ 8,793	\$ 8,084	\$ 8,793	\$ 8,084
Credential Attainment within 4 Quarters After Exit	71.2%	69.0%	71.2%	69.0%
Measurable Skill Gains	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Youth	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Employment Rate 2nd Quarter After Exit	79.3%	72.6%	79.3%	72.6%
Employment Rate 4th Quarter After Exit	74.8%	67.4%	74.8%	67.4%
Credential Attainment within 4 Quarters After Exit	73.5%	63.3%	73.5%	63.3%
Wagner-Peyser	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Employment Rate 2nd Quarter After Exit	67.9%	67.9%	67.9%	67.9%
Employment Rate 4th Quarter After Exit	68.2%	68.2%	68.2%	68.2%

Wagner-Peyser	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Median Earnings 2nd Quarter After Exit	\$ 4,701	\$ 4,701	\$ 4,701	\$ 4,701
Adult Education and Family Literacy	PY2018 Expected Levels	PY2018 Proposed Negotiated Level	PY2019 Expected Levels	PY2019 Proposed Negotiated Level
Employment Rate 2nd Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Employment Rate 4th Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Median Earnings 2nd Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Credential Attainment within 4 Quarters After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Measurable Skill Gains	60.0%	<i>TBD</i>	61.0%	<i>TBD</i>

Vocational Rehabilitation	PY2020 Expected Levels	PY2020 Proposed Negotiated Level	PY2021 Expected Levels	PY2021 Proposed Negotiated Level
Employment Rate 2nd Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Employment Rate 4th Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Median Earnings 2nd Quarter After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Credential Attainment within 4 Quarters After Exit	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>	<i>Baseline</i>
Measurable Skill Gains	TBD	TBD	TBD	TBD

- (4) Assessment. Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

Assessment: Continuous Improvement Strategies

The workforce development system in Kansas is committed to robust continuous improvement to produce high quality services and outcomes for jobseekers, workers and employers. The purpose of continuous improvement is to strive for excellence, innovation, and the best service-delivery possible. The State will assess the overall effectiveness of the state workforce system and implement a Continuous Improvement process as detailed below.

Continuous Improvement Process

To encourage open communication and to explore opportunities for collaboration, the Kansas Combined State Plan Management Team will:

- Recommend methods for sharing best practices and technical assistance among partners and local areas.
- Look for potential funding sources to incentivize innovation and enhancement of the workforce system and convey information about such opportunities throughout the system.
- Seek and recommend options for rewarding specific performance and innovation (non- monetary).
- Analyze guidance provided by federal authorities related to the standard performance accountability measures and recommend processes and interim benchmarks for review in a continuous improvement context.
- Provide ongoing communication throughout the system on continuous improvement issues.

In addition to the general Continuous Improvement process described above, the State Plan Management Team (SPMT), which is comprised of representatives of the core partners, will implement a continuous improvement initiative pertaining to the referral process. The goal is to foster further improvements so that staff from any core partner are able to connect job seekers with the appropriate services in a streamlined, effective and seamless manner from the perspective of the customer. As a result of this initiative, it is anticipated that the referral process will become more consistently collaborative and successful. The following principles will guide the design of the referral process.

- A “Warm Hand-Off” approach to referral simply means good customer service, for example, going that extra mile to ensure that customers get connected to a program that can provide what need to become employed.
- Referrals will be made if/when the customer could benefit from the services of another partner program, if/when the customer agrees, and/or if the customer so requests. Referrals will be made on an individual customer-by-customer basis, and not as a blanket referral throughout the workforce system. This means that referrals will be based on customer needs, rather than characteristics.
- The principles of collaborative case management will continue to be implemented. Primary case management will be deferred to the program providing the most extensive level of services. However, if multiple programs require that case management be provided, meetings will be held within existing capacity to determine the initial needs of the customer and to identify benchmarks for ongoing communication among partners. Additional team meetings will be held based on the customer’s needs and benchmarks. Customers will be included in all meetings with needed supports or accommodations regarding their services unless there is a compelling reason to exclude them. This strategy will be assessed for effectiveness and feasibility.

In carrying out this continuous improvement initiative, the SPMT will engage stakeholders to address a comprehensive range of issues, including:

- Updating and promoting the use of a standard referral form.
- Identifying procedures for outreach to customers with barriers to employment.
- Defining policies and procedures for customer informed consent for the exchange of information.
- Establishing a written matrix of services available from each core partner, and any related parameters, to assist staff in making appropriate referrals.
- Assuring data security.
- Providing training and technical assistance to support the referral process.
- Sharing of assessment information.
- Establishing / recommending effective tracking/reporting strategies for consumers served by multiple core programs by local program staff.

c. State Strategy

The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

1. Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(B), (D). “Career pathway” is defined at WIOA section 3(7) and includes registered apprenticeship. “In-demand industry sector or occupation” is defined at WIOA section 3(23).

The **KANSASWORKS** State Board establishes strategies for aligning the Core Programs, as well as other resources available to the state, to achieve its strategic vision and goals. The State Plan Management Team (SPMT), comprised of state and local representatives of each Core Partner, assists the Governor and the State Workforce Board in establishing an effective WIOA workforce system in Kansas. Considering the results of the analysis of the current workforce, employer needs and workforce development assets of Kansas, the SPMT describes below the strategies partners will use to continue providing excellent customer service and to meet negotiated performance. In addition, the Operational Planning Elements in the next section will describe in detail how the State Board will implement its functions detailed in Section 101(d) of WIOA.

The State will implement sector strategies, as described, regarding identified economic regions found in Title IB, Section VI and career pathways already utilized in multiple workforce programs, including formula and competitive grant programs. Career pathways will prepare individuals to be successful in a full range of secondary or postsecondary options including registered apprenticeships and other work-based training models. Career pathways will enable individuals to attain a high school equivalency

certificate, where necessary, as well as at least one recognized postsecondary credential. Where practicable, career pathways will integrate education, training, and other services including counseling and workforce preparation activities in order to accelerate the educational and career advancement of individuals. Since 2011, Regents, employers and individual postsecondary institutions have worked together to develop career pathways in twenty—five aligned programs. Local Workforce Boards may also develop additional career pathways as required by local employers. Adult Education will collaborate with workforce partners in offering basic skills to registered apprenticeship participants and with colleges in offering concurrent enrollment and team—teaching in Adult Education and CTE programs.

When providing vocational counseling and guidance with VR customers, the VR program uses the Kansas Department of Labor’s Labor Information Center website for information on high—demand jobs and career pathways. At this website, information is provided about jobs across various industries. Career pathways and potential earnings are provided for entry—level, intermediate and advanced career options. Educational requirements for each level in the career pathway are provided. This information is useful in facilitating informed decision—making by VR customers regarding services and vocational objectives. It also helps assure that VR customers are prepared to meet the workforce needs of Kansas business and industry.

Department of Commerce Workforce Services requires Local Workforce Development Areas to describe specifically how they will develop and expand strategies for meeting the needs of local employers, workers, and jobseekers, particularly through job—driven industry or sector partnerships.

- (c) **State Strategy.** The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State’s economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

In addition to Key Strategies described above in the state board Strategic Plan, the following strategies will support the state board vision:

- (1) Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(B), (D). “Career pathway” is defined at WIOA section 3(7) and includes registered apprenticeship. “In-demand industry sector or occupation” is defined at WIOA section 3(23).

Career pathways provide a sequence of education and training that give youth a clear line-of-sight to an industry recognized credential and a career. WIOA requires that career pathways meet the workforce needs of the region or state, offer individuals the opportunity to earn at least one recognized post-secondary credential, provide contextual

education concurrently with workforce preparation and training, and include counseling to support individuals in achieving their education and career goals. Accelerating Opportunity: Kansas (AO-K) enhances these required elements with classes that are team-taught by basic skills and CTE instructors, transcribed post-secondary credit, wrap-around support services, and the opportunity to earn stackable credentials. Training (in all forms) must be tied to the types of job opportunities that are prevalent in the local area and should be designed to develop skills that are in demand in the region. Skill development must be consistent with regional and statewide economic development strategies. Local areas' employer engagement strategies should also include engaging economic development organizations.

The participation of Title II in developing local strategies helps to assure that these strategies are aligned with state content standards and with broader higher education standards developed by the state. The Kansas Board of Regents Adult Education content standards are aligned with standards adopted by the Kansas Board of Education through the Common Core State Standards (CCSS). In Kansas K-12, the CCSS are known as the *Kansas College and Career Ready Standards* (KCCRS). The standards adopted by Kansas Adult Education in 2014 are the *College and Career Readiness Standards for Adult Education* (CCRS).

The *CCRS for Adult Education* are a subset of the CCSS which was selected by a panel of representatives from adult education, community colleges, career and technical training, and the military charged by the U.S. Office of Career Technical and Adult Education (OCTAE) to identify which of the CCSS were "most essential for college and career readiness and important to adult students." The standards included in the *CCRS for Adult Education* were adopted from the CCSS as written, except where examples were adapted to be more appropriate for adults or where the original standards made specific references to school grades or children.

For out-of-school youth, Adult Education programs offer instruction in foundational and high school equivalency skills, workforce preparation activities, and assistance in transitioning to postsecondary education and training. Youth enrolled in Title II Adult Education programs may participate in the AO-K career pathways program which offers post-secondary CTE courses and GED instruction concurrently, tuition-free technical courses, and the possibility of TANF scholarships for eligible participants.

- Local plans must address recruitment strategies. Local area core partners will need to be familiar with eligibility requirements and target populations of all core programs to ensure that recruitment strategies are coordinated. Local plans should address, at a minimum, the following elements:
- Linkages with K-12 education systems
- How out-of-school youth will be identified
 - Title II can be a major source of referrals to Title I Youth services, since Title II serves a significant number of people who would be considered out-of-school youth under Title I. Similarly, since a large percentage of out-of-school youth recruited by Title I Youth programs will lack high school diplomas, local Title I providers should routinely involve Title II

providers in delivery of services to these youth through the development of reciprocal referral processes and other means.

- It is imperative that all core partners be able to provide ready access to information about core partner programs.
 - Linkages with community-based organizations, faith-based organizations, and law enforcement can help identify more out-of-school youth.
 - Local plan instructions and other forms of guidance from state partners should encourage local areas to employ non-traditional forms of recruitment to reach more out-of-school youth. State partners should identify and disseminate best practices to local areas.
- Local areas will document their outreach efforts to disaffected youth. Most out-of-school youth would meet the definition of “disconnected,” which is why WIOA sets a high standard for serving out-of-school youth.
 - Cross-title training will assist partners to be able to identify sufficient numbers of eligible youth—including disconnected youth—for the entire system.
 - Recruitment plans must address all targeted youth including those with multiple barriers to employment.
 - Partners should encourage multiple enrollments or co-enrollment in multiple core partner programs and/or funding streams where possible.
 - Local plans must discuss how the local areas will address the challenges of establishing and maintaining eligibility for public assistance, including SSI, TANF, SNAP, and other means-tested programs, especially in light of the possible effect on household income of a participant’s earnings through work-based learning.
 - Local plans should address how case managers will become familiar with these issues.
 - Local areas should incorporate mitigating strategies, such as Earned Income Tax Credit program awareness, into their service strategies.
 - State-level core partners should ensure that local partners are familiar with resources such as Kansas Department of Health and Environment (KDHE) benefits counselors, Work Incentive Planning and Assistance (WIPA), and other resources, and should develop strategies to share this information and/or train local area staff on an ongoing basis.

Local area and partner staff should incorporate the information listed above into individual service strategies. Where practical and applicable, the goal of these strategies should be designed to exit public benefits successfully.

- Individual service strategies should address long-term issues, including transitions to other resources as participants “age out of eligibility for age-limited services.

- Youth services programs should be a consistent part of a broader strategy when core partners come together to discuss collaborative efforts on specific topics (e.g., employer engagement, career pathways).
- Core partners should consider developing standardized protocols for “basic” services—many of the types of services that would be considered “career” services under the Title I Adult and Dislocated Worker programs. These services are generally provided by all core partners, and are also applicable to the Title I Youth funding stream. Local partnerships are encouraged to share these protocols and encourage their adoption by other organizations that provide similar services—community-based organizations, training providers, faith-based organizations, and others.
- It is strongly recommended that each Local Area Workforce Development Board have a Youth Committee, and that each Youth Committee should include representatives of all core partner programs.
- In addition to ability to meet performance accountability measures and any locally defined criteria, local plans should detail how they will incorporate the above priorities—especially the skill development priorities through work-based learning and other forms of training—into criteria for selecting local providers of Title I Youth Services.

The Youth strategy is built on the following principles:

- Services to youth across all core partner platforms should be designed to maximize the number of youth who complete training and/or achieve a positive outcome.
- Local areas should maximize the amount of work-based learning (particularly paid work-based learning) provided to youth. A body of research demonstrates that soft skills are best learned at the worksite, and that supervised work experience produces strong skills gains. Work-based learning should be an element of a youth’s career development strategy whenever practical.
- Youth services should emphasize career pathways. Consistent with WIOA requirements, individual service strategies should be focused on progression along career pathways, rather than simply individual job placement.
- Local flexibility should be preserved. Our strategy is built on the idea that the purpose of the state plan is to set broad boundaries and expectations for local areas, but should leave room for local areas, working together across core programs, to determine how best to accomplish the goals and expectations set out in the state plan. Local areas will need to balance their desire for flexibility with some core partners’ needs to minimize variations in how their programs are implemented across the state.
- All services to youth across core partner platforms should be based on a person-centered individual service strategy reflecting the unique circumstances of the youth participant. Such a strategy identifies career goals and builds a strategy to achieve those goals, taking into account core partner programs and other resources. Where possible, given confidentiality rules and other barriers, these

strategies should be jointly built by and shared among core partners. State partners and local areas should work to reduce these barriers.

- Business services (employer engagement) should take into account the employment needs of youth. Employer engagement is important for placement in work-based learning opportunities and in permanent employment, as well as for the identification of career pathways.
- As with business services, any service or strategy carried out by local areas and core partners should integrate the employment and training needs of youth.
- Local areas should engage in frequent cross-partner training. True coordination among core partner programs requires deep knowledge about the services, target populations, and eligibility rules of other core partners. This can be best accomplished through ongoing, intentional, and frequent exchange of information.

This strategy applies to all Youth covered under all titles of WIOA—ages 14 to 24—and including both in-school and out-of-school youth. Through committee discussions, consensus was achieved regarding the importance of this strategy.

Components of this strategy:

- To be effective, work experience must come in different forms. This includes, but is not limited to on-the-job training, summer employment programs, pre-apprenticeship opportunities, and internships/job shadowing.
- The importance of existing and continued development of career pathways that incorporate an element of work experience.
- The importance of locally identified career pathways.
- Continued education and training that includes, but is not limited to, achievement of the high school diploma or its equivalent, technical training, industry-recognized certificates, etc. that is included under all of the sections of WIOA.
- The specific requirements of Title I and Title IV.

The Strategies outlined in this plan include:

1. Enhanced service delivery:

- Improved communication and collaboration between partners
- Coordination of resources
- Understanding of how each partner operates
- Increased diversity in populations served and who achieve outcomes.

2. Improved outcomes for job seekers:

- Access to resources
- Identified training in a career path that leads to in-demand, family sustaining income.
- Less reliance on system resources to support individuals and families

3. Improved outcomes for employers:

- Trained workforce
- Employees who understand the responsibility of employment
- Decrease the demand of system use for individuals and families

4. Economic development:

- Improve employment rate
- Stable economically secure community

5. System and program accessibility:

- Better communication between partners
- Case management
- Shared limited resources

6. Integration of people with disabilities and those with significant barriers^[1] to employment into the workforce system:

- Ensure all partner services are programmatically and physically accessible to youth of all backgrounds and abilities through:
 - Annual staff training on resources, adaptive equipment, and customer service.
 - Creating/updating regional resource guides for accessibility, accommodations, auxiliary aids and services.

7. Improved employment-related services and outcomes for youth:

- Access to partner services
- Improved employment skills
- Improved specific work experience training

8. Other (describe):

Evaluation:

- Create a baseline from 2013 - 2014 numbers of youth who accessed partner services.
 - The number of youth who participated in each of the core partner programs.
 - Youth who took part in work-based learning experiences and other services and compare to future annual number.
 - Include paid/unpaid work experience.

- Career pathways and Career Tech baselines (SB 155, KSDE data, HB 2506).
- Monitor/compare numbers on a quarterly basis.

Develop a cross-title monitoring of local workforce systems. State partners representing all WIOA Titles will come together to develop a means to monitor local systems that cross core partner lines. This monitoring would include monitoring of program referrals, co-enrollments, collaboration, and combined performance. Most current monitoring focuses on specific requirements of individual titles, and does not hold local areas accountable for collaborating across program lines. Two exceptions to this are Pre-ETS and End-Dependence Kansas. If accountability is held to only one individual agency monitoring, the incentive is not there to work together. If we want to operate as a system, we have to monitor the system.

- Apply this strategy to all elements appearing in strategies from other work groups

Collect core information but have the flexibility to accommodate needs from each local area.

- (2) Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, required and optional one-stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).

The State will use the strategies developed to align Core Programs, other partner programs and any other resources available to integrate customer service.

Kansas' combined state plan partner programs are:

- Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et. seq.)
- Senior Community Service Employment Program (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

For a more detailed description see *Section VII Program Specific Requirements for Combined State Plan Partner Programs*.

Customer Service Strategies

The vision for customer service in Kansas is improved and more effective formalized communication across Core and other community partners to simplify and maximize process efficiency (customer flow). Through enhanced communication throughout the

workforce system, customers will benefit from easy access to services, a no-wrong door approach, and greater collaboration among partners in service delivery.

The vision for the future is that customer services will be supported through data sharing among Core Partners when the appropriate customer release of information is in place. Until this is established Core Partners will establish procedures consistent with the strategies identified below.

To implement this vision, local areas and Core Partners will establish Memoranda of Understanding (MOUs) to assure five key components of an aligned and collaborative system:

Component 1: Enhanced customer referrals and release of information processes

Component 2: Effective communication among all partners in local areas

Component 3: Easy access to information for customers

Component 4: Targeted outreach strategies

Component 5: Collaborative case management/co-enrollment

Component 1: Enhanced customer referrals and release of information processes

Each MOU between a local area and Core Partner will specify procedures for enhanced customer referrals and required release of information policies/procedures. Consistent procedures will be implemented statewide to the extent possible to assure that customers from different regions of the state receive a comparable level of service. Although the specific details will be established through the MOUs between partners, the following factors must be addressed:

Circumstances for appropriate referrals

Note: All Core Partners have provided information on making referrals

A. Core Partners will commit in the formal MOUs to making referrals if/when the customer could benefit from the services of another partner program, if/when the customer agrees, and/or if the customer so requests. Referrals will be made on an individual customer-by-customer basis, and not as a blanket referral throughout the workforce system. This means that referrals will be based on customer needs, rather than characteristics. For example, not all people with disabilities require VR services. Not all VR customers need to be referred for one-stop services. Not all people with learning disabilities need to be referred to Adult Education. Focusing on the customer's needs, rather than the types of characteristics illustrated in these examples, will help assure an effective use of resources across the entire workforce development system.

B. Information to be provided during the referral process: Each Core Partner will specify information to be included in the referral. When demographic information is shared among partners as part of the referral process, then the customer does not have to repeat that information with the second or subsequent partners with whom they meet. This enhances the customer experience and promotes more seamless service delivery.

C. Preferred delivery method(s) of referrals: As noted above, the vision for the Kansas workforce system calls for referrals to be facilitated through automated data sharing processes which will include demographic information when the appropriate customer consent has been given. Until such information technology solutions can be developed and implemented, each MOU between a Core Partner and local area will identify the most efficient and effective method(s) for sharing referrals, assuring that methods of transmission of personal customer information are secure.

D. Timelines for prompt referrals and follow-up: Because of the variation in staffing patterns and office locations among partners, a single state standard defining prompt referrals and follow-ups will not be established. Rather, each MOU between a Core Partner and local area will identify referral and follow-up timeliness standards, assuring adherence to any and all state-level program policies governing the issue of timeliness and promptness.

E. Point(s) of contact: MOUs will describe methods for assuring that contact lists of staff to receive referrals are kept current and readily available.

F. Each MOU will also specify that referrals do not constitute an application for services.

G. VR will provide additional specific referral requirements to the local VR staff.

Component 2: Effective communication among all partners in the local areas

Effective communication among local areas and Core Partners is essential in creating a comprehensive system that meets the needs of workers, jobseekers and employers and fulfills the mandates of each partner. Implementation of one or more partnership councils based on geographic distribution, inclusive of core and community partners, is recommended for each area. Local areas may have existing groups or councils that could be used to fulfill this recommendation. If an existing group is used for this purpose, local areas must assure representation from all Core Partners.

These councils would be an opportunity for networking and communication about topics including:

- Service delivery system improvement and enhancement.
- Partner training: MOUs between each Core Partner and local area should specify the frequency of training for experienced and new staff. Training developed at the state level will be a resource in this process.
- New developments with each partner.

The partnership councils will be responsible to assure that the listed points of contact for referrals are kept current and easily accessible to relevant parties. Partners are encouraged to establish web-based listings and links to facilitate easy access.

Component 3: Easy access to information for customers

Easy access to information for customers will promote use of the workforce system and ensure that access is available to all jobseekers. Each core state partner will provide online informational resources about their services, application process, eligibility

requirements, as well as links to other resources including employment opportunities available to all customers and partners.

These resources should be accessible and usable to all interested parties upon request. Resources should be consistent with the federal W3C2AA standard and the current State of Kansas ITEC Policy 1210, available electronically and in print or special media (large print, Braille, digital, etc.) upon request.

Best practices to promote easy access for customers could include orientations inclusive of partner program information, shared workshops, co-location when feasible and agreed upon, and shared use of facility space for specific meetings or events.

Component 4: Targeted outreach strategies

Specific emphasis of outreach strategies will be to serve persons with significant barriers to employment and people with disabilities. Best practice approaches would include:

- Organizations serving these targeted groups
- Faith based organizations
- Use of traditional and social media and technology such as smart phone/device apps to take advantage of commonly used communication channels
- Surveys conducted according to best practices or industry standards
- Sharing of success stories - the customer can connect to someone in similar circumstances succeeding in employment

Component 5: Collaborative case management and co-enrollment

Collaborative case management and co-enrollment when needed by the customer will maximize the use of resources. The responsibility for the delivery of specific services will be coordinated among partners based on the individualized needs of the customer, taking into consideration the mission/expertise of each partner, provisions of federal regulations, including 34 CFR 361.53, and availability of resources as they pertain to the customer. Through the MOU between each partner and local area, all parties will commit to making referrals if/when the customer could benefit from the services of another partner program, if the customer agrees, and/or if the customer so requests. Programs will establish a method for tracking the number of referrals to establish a baseline and ongoing performance monitoring.

When providing case management services and in order to facilitate informed decision making, all partners will assist customers in accessing labor market information about high-demand jobs and career pathways.

In most cases of co-enrollment, primary case management will be deferred to the program providing the most extensive level of services. However, if multiple programs require that case management be provided, meetings will be held within existing capacity to determine the initial needs of the customer and to identify benchmarks for ongoing communication among partners. Additional team meetings will be held based on the customer's needs and benchmarks. Customers will be included in all meetings with needed supports or accommodations regarding their services unless there is a compelling reason to exclude them. This strategy will be assessed for effectiveness and feasibility.

MOUs established between partners and local areas will define the levels of case management available through their programs. Case management may encompass many professional functions, such as: assessment, service planning, information and referral, coordination/facilitation of actual service delivery, monitoring of progress, facilitating informed decision-making, facilitating medical/psychological treatment plans, providing formal counseling and guidance regarding impediments to employment and options for addressing them, and managing expenditures related to service provision.

Integration of WIOA Title IB and Wagner-Peyser Services

To prevent duplication of Title IB and Title III services, each local area will create an Integrated Service Delivery Plan that describes how the programs will work together to deliver jobseeker and business services to the community and ensure there is no duplication of services. This plan will address the following information:

- Customer flow between programs
- Co-enrollment
- Staffing strategies and/or development of service delivery teams
- Case management
- Reporting of activities performed
- Continuous improvement or professional development opportunities (can be extended to Core Partners)

Local areas and partnership councils will facilitate involvement of additional partners in workforce development functions.

Economic development is addressed at the regional level through development, monitoring and planning activities. Economic development and growth have a direct link to job opportunities and business success.

Easy access to information, enhanced referrals, and collaborative case management will all contribute to success in all functional areas.

The State's reporting on basic accountability measures addressing educational credentials and employment will assure that these factors are assessed.

Veterans will continue to receive the established preferences and will be included among the populations for targeted outreach.

ADA compliance will be assured through the MOUs between partners and local areas, the local area certification processes, monitoring and compliance requirements related to all other pertinent laws and regulations.

As defined by the Customer Flow Work Group and reflected in the operational elements of this plan, co-enrollment occurs when customers are actively participating in services from more than one system partner. Partners will make referrals to initiate co-enrollment if/when the customer could benefit from the services of another partner program, if the customer agrees, and/or if the customer so requests. Referrals will be made on an

individual customer-by-customer basis, and not as a blanket referral throughout the workforce system.

Collaborative case management: In most cases of co-enrollment, case management will be deferred to the program providing the most extensive level of services at that time. However, if multiple programs require that case management be provided, meetings will be held to determine the initial needs of customer and to identify benchmarks for ongoing communication among partners. Additional team meetings will be held based on the customer's needs and benchmarks. Customers will be included in all meetings regarding their services unless there is a compelling reason to exclude them.

No wrong door: Customers have easy access to information about services throughout the system that can empower them to become successfully employed. Partners and local areas are trained and skilled at assessing options for meeting a customer's needs through their own and other program services, making effective referrals and responding promptly to referrals received. Information access may include traditional sources such as print materials, videos, web-based information, and use of social media, in accordance with agency specific communication policies. All information will be accessible and useable.

Common intake and referrals: Partners will work to develop a common referral form. When referred to other partners, the customer should not have to repeat the same information on multiple forms. The common referral and demographic information does not constitute a program application.

Youth Services Strategies

The vision for Youth Services in Kansas is described below in the Youth Services Work Group report.

Specific Strategy (Operational Element/Method/Activity) Recommended for Implementation: Collaborative youth services based on individual service strategies focused on skill development and career pathways. Work-based learning addresses a broad range of skills needs—both “soft” skills and technical skills. While this strategy makes work-based learning a priority, we recognize that it is not a panacea for all youth, and even when it is included in a youth's individual service strategy, it will be supplemented with other forms of learning. Key elements of this strategy include:

- Paid work-based experiences. (Real Job)
- Summer employment partnerships
- Pre-apprenticeship opportunities
- Internships and job shadowing
- On the job training opportunities

A full range of work-based experiences should be available to customers. The specific solution will depend on the particular circumstances of the individual, including his/her career interests, level of skills and/or experience, and indications of employer willingness.

This emphasis on work-based learning opportunities for youth necessitates that youth employment issues be a central element of each local area's employer engagement strategy. In developing this strategy, local areas must engage employers to develop opportunities that place a priority on paid opportunities. Work-based opportunities should include clearly defined learning objectives, skill acquisition (particularly transferable skills), should provide opportunities for both in-school and out-of-school youth, and should be appropriate for youth with multiple barriers to employment. Wherever possible, work-based learning opportunities should lead to attainment of industry-recognized credentials.

This will require capitalizing on existing linkages as well as developing new linkages with employers, for all forms of work-based learning. The strategy calls for taking advantage of existing pre-apprenticeship programs, and encourages core partners to collaborate with employers, training providers, and existing apprenticeship programs to develop new pre-apprenticeship opportunities. This must be a collaborative effort which must be driven by the needs of and developed with the active involvement of employers.

Local plans will be required to discuss how core partners will coordinate to prevent duplication and/or conflicts about which program serves particular individuals, including coordinating to ensure that supportive services and work supports are provided. Because the nature of individual needs will vary from individual to individual, the team recognizes that many of these decisions will need to be made on a case-by-case basis, requiring regular communication among core partner staff. We anticipate that general tendencies will emerge (out-of-school youth will be more likely to receive Title I funded work-based learning, while Pre-Employment Transition Services, or Pre-ETS, under Title IV, may be more likely to serve in-school youth). These decisions will also be shaped by individual program requirements (Pre-ETS can only serve youth eligible to receive those services, for example).

- Education/Training
- Required education
 - K-12
 - Adult Education
 - Post-secondary education/training
- Career and job training
 - Approved job and career pathways
- For example, Accelerating Opportunity: Kansas (AO-K)

Secondary Career Tech outreach to populations with multiple barriers to employment (base line data needed on participation rates of different populations now (KSDE might have this information). Strategies such as this can help increase access to activities leading to recognized postsecondary credentials.

Local plans must address coordination with education and training options available in the local area, particularly education and training offered through community and

technical colleges throughout the state. Education and training opportunities must be tied to the attainment of industry-recognized credentials.

To support the State Board's Strategic Plan, Core partners established the following core tenants and overall strategies of the combined State Plan:

- a) Provide high quality, comprehensive customer-centered career, employment, education, training, and supportive services so jobseekers and workers can succeed in the labor market.
- b) Improve the skills of jobseekers and workers through access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, work-based learning and other strategies.
- c) Encourage paid work-based learning experiences for youth so they may explore career options, develop the universal interpersonal and customer service skills needed in the workplace, and become self-reliant through employment as adults.
- d) Vigorously represent the ability of qualified jobseekers with significant barriers to employment to meet the workforce needs of Kansas employers.
- e) Ensure that performance measures or targets will not be used to exclude an individual from services for which he or she is otherwise eligible.
- f) Ensure that high-quality comprehensive data inform decisions made by policy makers, employers, workers, and jobseekers.
- g) Use Memoranda of Understanding (MOU) to establish clear roles and responsibilities which facilitate coordinated delivery of partner services.
- h) Establish robust, ongoing professional development processes to ensure cross training among partners.
- i) Promote excellent customer service through regular examination of customer input and continue to provide customer service training to system staff.

III. OPERATIONAL PLANNING ELEMENTS

The Unified or Combined State Plan must include an Operational Planning Elements section that supports the State's strategy and the system-wide vision described in Section II(c) above. Unless otherwise noted, all Operational Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs. This section must include—

- (a) **State Strategy Implementation.** The Unified or Combined State Plan must include—
 - (1) **State Board Functions.** Describe how the State board will implement its functions under section 101(d) of WIOA (i.e., provide a description of Board operational structures and decision making processes to ensure such functions are carried out).

1. State Board Functions

The operational planning elements contained herein describe how the Kansas workforce development system aligns Core Programs and resources, as well as other resources available to the State, to achieve the strategic vision and goals of the Governor, the **KANSASWORKS** State Board and Core Partners.

The State Board implements their functions under section 101(d) and the Kansas Department of Commerce is the designated state workforce agency and provides the Board Manager and other staff to support the **KANSASWORKS** State Board (KWSB). The **KANSASWORKS** State Board meets part of its obligation as described in its Strategic Plan through the development and eventual implementation of the this Combined State Plan. The Governor is in the process of appointing one additional member to the state board to comply with the membership requirements put forth in WIOA. The KWSB serves as a review board and change agent empowered with the responsibility of making recommendations to the Governor and to state agencies to align workforce development with the needs of economic development in the state.

The Chair of the KWSB has established an Executive Committee which is empowered to take action on behalf of the KWSB when emergency or timely concerns necessitate such action (e.g. taking action when time pressures do not allow the issues to be addressed at a regularly scheduled KWSB meeting) and every other month when the KWSB is not scheduled, if there is significant demand. A majority vote of the Executive Committee is required for all such actions. All actions of the Executive Committee shall be reviewed by the full KWSB at the next regularly scheduled meeting. The Chair may seat other permanent or Ad Hoc committees as the Board sees fit.

With significant feedback from Core and Required partners, as well as other interested parties, the KWSB develops and reviews policies to align and streamline WIOA Titles I and III programs.

The KWSB includes multiple partners in the development of this plan and solicited comments from other partners, interested parties, and the public during a comment period.

The KWSB reviewed comments and recommended modifications to the draft plan as determined necessary or beneficial to the workforce development system.

The KWSB's Strategic Plan includes elements aimed at transforming the state workforce system:

- Policies to support a continuous improvement process across Core and Required partners
- Performance measures in addition to the Performance Accountability Measures in WIOA, including performance targets for individuals with barriers to employment and the rate of training expenditures by local workforce development boards

- Continual cross-training of workforce development system staff to be realized through a multi-agency cross training program originally established through the Kansas Workforce Innovation Fund.
- Promotion of integrated, coordinated service delivery across all partner programs

The KWSB encourages state and local board members, partners and staff to promote the workforce system and identifies and disseminates information about evidence-based best practices to be utilized by the workforce system. The KWSB and its staff will continue to participate in national professional workforce associations and regional discussions to share the achievements of the integrated system.

Additionally, the KWSB charges the Commerce Oversight and Monitoring Unit to monitor key elements of this state plan at both the state and local levels to ensure its functions are reflected in the delivery of services.

Infrastructure Costs

Co-location cost sharing procedures have been established. Other infrastructure cost-sharing procedures have been established in consultation with the Core Partners, chief elected officials, the KWSB and local boards.

Kansas workforce services share infrastructure costs of co-location of participating partners under the following terms:

- Partner co-location is defined as an entity which uses *dedicated* space within a physical location, whether for all hours of operation or a fraction of hours of operation of the location.
- Local workforce development boards and partners enter into Memoranda of Understanding (MOUs) or similar types of agreements to describe infrastructure cost sharing obligations of all partners co-located within a local one-stop center.
- At the time co-location is proposed, the local workforce development board must provide documentation of the previous year's infrastructure cost to the interested partner. The documentation must be presented in line items per cost category provided in the Workforce Innovation and Opportunity Act and its Final Rules. The documentation of total infrastructure costs must also be presented in a manner useful for interested partners to calculate the cost of co-location. Any infrastructure cost allocation methodology agreed to by the partners may be utilized.
- Total infrastructure cost obligations must be reconciled at least annually based on actual costs and actual use to assure each co-located partner is paying only its proportionate share of infrastructure costs. Because these terms are pre-determined and established by the WIOA State Plan, co-located partners are required to negotiate only the size of the space and the number of hours per year to be dedicated for co-location.
- Local workforce development boards annually submit all MOUs/Lease Agreements to the **KANSASWORKS** Staff tasked with analyzing the data to evaluate increased/improved access to multiple programs.

- During the first two years of this WIOA State Plan period, baseline data was established to measure progress of customers served by multiple programs co-located within each Local Workforce Development Area.

Strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures were developed through two Workforce Data Quality Initiative (WDQI) grants received by WIOA partners over the last several years. Data sources from multiple agencies are necessary to meet the requirements of the annual reporting described in WIOA. The KWSB continues to work with Core and required partners, the Governor's office and Core Program staff to ease access to multiple program data systems to monitor the effectiveness of the integrated workforce service delivery system and to complete mandatory annual reports.

Finally, the KWSB has developed allocation formulas for Title IB and policies affecting the coordinated provision of services (Titles IB and III) through the local area's one-stop delivery systems. The KWSB monitoring policy promotes the achievement of statewide objectives for Title IB of the integrated workforce development system.

The Kansas Department of Labor provides labor market information to the KWSB, local boards and the public. This information guides the entire workforce system, including education, VR services, labor exchange and social services agencies, as they coordinate resources to meet the needs of jobseekers, workers and employers.

(2) Implementation of State Strategy. Describe how the lead State agency with responsibility for the administration of each core program or a Combined State Plan partner program included in this plan will implement the State's Strategies identified in II(c) above. This must include a description of—

(A) *Core Program Activities to Implement the State's Strategy*. Describe the activities the entities carrying out the respective core programs will fund to implement the State's strategies. Also, describe how such activities will be aligned across the core programs and Combined State Plan partner programs included in this plan and among the entities administering the programs, including using co-enrollment and other strategies, as appropriate.

(A) Core Program Activities to Implement the State's Strategies:

For Titles IB and III the state workforce agency will fund outreach, employment assistance, case management, and staff supervision through state merit staff funded through Wagner-Peyser labor exchange and career services; Reemployment Assistance programs; Veteran's Employment and Training programs, including those for Disabled Veterans; Registered Apprenticeship; Agricultural Outreach; Work Opportunity Tax Credit; Trade Act and Foreign Labor Wage Certification programs through formula and dedicated funds. SCSEP services are provided through a sub-grant agreement with the Wichita Area Workforce Development Board. Monitoring, information management, staff training, technical assistance and KWSB support is provided with the state portion

of WIOA funds and other employment and training formula funds. All of these activities move Kansas toward meeting the strategic goals described in the Section II of this plan. These activities are aligned across the Core Programs and combined state plan partners as described through avenues defined in Memoranda of Understanding such as cross-training, referrals, co-enrollment and coordinating resources.

For Title II, Kansas Board of Regents will fund adult education and literacy activities including instruction and support services as described below.

Adult Education and Literacy

Adult education and literacy activities will include instruction in reading, writing, numeracy, and problem-solving at Educational Functioning Levels appropriate to learners.

Workplace Adult Education and Literacy

The content of workplace adult education and literacy activities will include contextualized literacy, English language acquisition, and workforce preparation at Educational Functioning Levels appropriate to learners as negotiated between the adult education provider and the employer or employee organization partners.

Family Literacy Activities

To receive Kansas adult education performance-based funding for family literacy outcomes, local programs must offer basic academic skills as well as interactive literacy activities between parents or family members and their children, training for parents or family members about their roles as the primary teachers of their children and full partners in the education of their children, and age-appropriate education to prepare children for success.

English Language Acquisition Activities

English Language Acquisition Activities will include instruction in reading, writing, speaking, and listening skills in the English language at appropriate Educational Functioning Levels. The purposes of instruction will include attainment of the recognized equivalent of a high school diploma, transition to postsecondary education and training, or employment.

Integrated English Literacy and Civics Education Activities

Integrated English Literacy and Civics Education Activities will include instruction in language skills needed to function effectively as parents, workers, and citizens in the United States. Instruction delivered at Educational Functioning Levels appropriate to

learners will include the rights and responsibilities of citizenship and civic participation and may include workforce training.

Workforce Preparation Activities

Workforce Preparation Activities will include basic academic skills, critical thinking skills, digital literacy skills, and self-management skills at Educational Functioning Levels appropriate to their learners. Self-management will include competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education or training, or employment.

Integrated Education and Training Activities

Integrated Education and Training Activities will include instruction in basic academic skills and/or English language acquisition skills, workforce preparation activities, and workforce training contextualized for specific occupations or occupational clusters. Instruction will be offered at Educational Functioning Levels appropriate to learners. The purpose of instruction will be educational and career advancement.

Overall Delivery of Adult Education Activities

All activities will meet the state requirements for managed enrollment and the Kansas Proficiency Attainment Model: pre-enrollment, orientation, assessment, instructional planning, instruction, test-taking, and transition. Instruction for learners who enroll in pathways available in the Accelerating Opportunity: Kansas (AO-K) model will include co-enrollment in postsecondary career technical education courses team-taught by basic skills and career technical instructors. Where applicable, programs will provide expanded transition services including career navigators and college success classes.

Delivery of Vocational Rehabilitation Services

In support of a strong workforce system that vigorously represents the employment needs of individuals with disabilities and other customers with significant barriers to employment, VR will provide services to eligible customers consistent with the Rehabilitation Act, implementing regulations for Title IV of WIOA, and state policies.

To help Kansas citizens with disabilities meet their employment goals, a comprehensive array of VR services are available. Services are customized according to each person's unique needs, skills, interests, abilities, and vocational goal. Services to be provided for each individual customer are specified on an Individual Plan for Employment, and may include:

- Vocational assessment to help a customer identify his or her skills, abilities, interests and job goals.
- Vocational counseling and guidance.

- Physical and mental restoration services, including artificial limbs, psychotherapy, and physical therapy.
- Training and education to learn new vocational skills.
- Rehabilitation technology, telecommunication aids and other adaptive devices.
- Job preparation and placement services.
- Job coaching.
- On-the-job training.
- Services to help students with disabilities get a job after finishing high school.
- Supported and customized employment for individuals who need intensive on-the-job training and ongoing support.
- Referral to other services.

VR works with people with all types of physical or mental disabilities. To receive VR services, a customer must meet all three parts of the following federal eligibility requirements:

- The customer must have a physical or mental impairment or disability; and
- The disability must result in a substantial impediment to employment; and
- The customer must require VR services to prepare for, secure, retain or regain employment.

The assessment services needed to determine if an individual is eligible, vocational counseling, guidance, referral, job placement, supported employment/customized employment and job coaching will be provided at no cost. VR payment for most other services will depend on whether the customer meets financial need guidelines. If comparable services or benefits are provided or paid for, in whole or part, by other federal, state or local public agencies, by health insurance, or by employee benefits, and if they are available at the time the VR customer needs them to ensure progress toward employment, then those comparable services must be used first before the expenditure of VR funds.

In addition to the specific activities funded by each Core Partner, all partners align services, to varying degrees, through:

- Representation on the state and local boards.
- Interoperable data systems that allow computer systems to work together. (An interoperable data system for the core programs and other programs to ensure accurate and standardized collection of program and participant information.)
- Collaborative case management and co-enrollment when needed by the customer. (Co-enrollment occurs when customers are actively participating in services from more than one system partner. Partners make referrals to initiate co-enrollment if/when the customer could benefit from the services of another partner program, if the customer agrees, and/or if the customer so requests. Referrals will be made on an individual consumer-by-consumer basis, and not as a blanket referral throughout the workforce system.)
- Collaboration with other Core Partners on targeted outreach activities.
- Enhanced consumer referrals among Core Partners.
- Participation in evaluation and continuous improvement strategies.

- Specific strategies to strengthen communications among Core Partners.

(B) *Alignment with Activities outside the Plan.* Describe how the activities identified in (A) will be aligned with programs and activities provided by required one-stop partners and other optional one-stop partners and activities provided under employment, training (including Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.

Many programs offered across state agencies are provided in partnerships brought about by state statute:

- The Older Kansans Employment Program provides specialized training, career assessment, job matching, and job search assistance to Kansans age 55 and older regardless of their income and facilitates the development of job opportunities for older Kansans in private industry.
- Excel CTE which provides postsecondary Career and Technical Education (CTE) to high school students, allowing some students to graduate with both a high school diploma and a postsecondary credential.
- AO-K Proviso to this law, extending funding to adults co-enrolled in CTE and Title II-funded Adult Education.
- Workforce AID (Aligned with Industry Demand) provides targeted training to jobseekers based on the specific needs of a specific employer. Workforce AID utilizes local workforce systems to recruit trainees and funds the individual's postsecondary credential program.

In addition, Kansas was awarded competitive federal grants which will continue to align services offered through collaboration among multiple entities, such as:

- The Health and Human Services Health Professions Opportunity Grant award will allow the Kansas workforce system to partner with local systems serving low-income participants as they complete postsecondary education and achieve placement in jobs along a career pathway leading to self-sufficiency.
- Workforce Innovation Fund grant cross-trained staff of all WIOA partners, led system partners through a Customer-Centered Design training and implementation process and develop a single-entry portal to information about some WIOA services.

Kansas utilizes federal formula funds to align the following activities which, while a part of the combined state plan, are not core activities:

- The Trade Adjustment Assistance (TAA) programs assist workers who have lost their jobs as a result of foreign trade. Benefits from the TAA may include job training, income support, job search and relocation allowances, a tax credit to help pay the costs of health insurance, and a wage supplement to certain reemployed trade-affected workers 50 years of age and older.
- Veterans Services are provided priority in job placement, training activities and placement services. Case management services are provided to qualified veterans and qualified individuals.

Finally, Kansas utilizes federal funds to coordinate and align the following programs:

- The Alternate Workforce Specialist brokers relationships across state agencies to increase engagement with the offender population regarding employment. A specialist identifies market relevant training opportunities for offenders to obtain industry recognized credentials which can assist in the development of meaningful portfolios for job interviews.
- Registered Apprenticeship is a structured system for training employees in a variety of occupations that require a wide range of skills and knowledge. It combines full-time employment, through on-the-job learning, under the supervision of experienced journey level workers, and related technical instruction.
- The Work Opportunity Tax Credit Program (WOTC) encourages the hiring of targeted employees so they move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers. Participating employers receive compensation by reducing their federal income tax liability.
- Reemployment Services and Eligibility Assessment (RESEA) assists claimant's efforts to find new employment. This reemployment service results in shorter claim durations and fewer erroneous payments.
- Foreign Labor Certification allows employers to fill job openings with foreign labor when they are unable to fill positions with qualified US workers.
- The Federal Bonding program provides individual fidelity bonds to employers who hire job applicants who have been, or may be, denied coverage by commercial carriers.
- Foreign Labor Certification qualifies an employer to hire foreign or alien workers if an employer cannot find qualified and available U.S. workers to fill vacancies.

(C) *Coordination, Alignment and Provision of Services to Individuals.*

Describe how the entities carrying out the respective core programs, Combined State Plan partner programs included in this plan, and required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality, customer-centered services, including supportive services (e.g. transportation), to individuals, including those populations identified in section II(a)(1)(B), and individuals in remote areas The activities described shall conform to the statutory requirements of each program.

Under this State plan, state agencies which provide WIOA Core Partner programs coordinate activities and resources to provide comprehensive, high-quality, customer-centered services, including supportive services to individuals including those populations identified in section II(a)(1)(B).

Rehabilitation Services, the state's VR program in the Kansas Department for Children and Families, provides individualized services to empower people with disabilities to achieve, retain or regain employment.

The Adult Education program of Regents provides services to support adults in achieving foundational, secondary, postsecondary, and workforce preparation skills.

For Titles IB and III, Commerce and Local Workforce Development Boards provide career services, as well as access to training services, access to programs and activities carried out by one-stop partners, access to the data, information, and analysis as described in section 15(a) of the Wagner-Peyser Act (29 USC. 491-2(a)) and all job search, placement, recruitment and other labor exchange services authorized under the Wagner-Peyser Act.

Kansas Workforce Centers operate using a Functional Management model wherein Title IB and III partners co-located in any workforce center agree to participation in a team approach to meeting the needs of all customers, whether individual jobseekers or local businesses.

Wagner-Peyser staff members are co-located in One-Stop Centers across the State. The state coordinates and aligns service delivery as described in Section VI Wagner-Peyser Act.

The coordination and alignment of WIOA Adult Dislocated Worker and Youth Services to Individuals are described in Section VI.

Trade Adjustment Assistance

Partnerships

Partnerships between Commerce, WIOA Core and Required partner programs as well as other workforce system partners assist in providing seamless services to TAA eligible customers.

Outreach

Customers learn about the TAA Program through mailings from Kansas Department of Labor (KDOL), TAA informational meetings, newspapers, social media postings and Rapid Response meetings. Rapid Response is a team effort staffed by representatives from key workforce development partners at both the state and local levels. The coordination of Rapid Response events helps develop linkages between the TAA program, businesses and other workforce programs.

Kansas is reaching out to community organizations to create outreach opportunities to communities about the program, using videos to help create a better understanding of the program.

TAA Information Meetings

Following federal certification of a Trade Act petition, State TAA staff conducts TAA informational meetings. When possible, this meeting is held in conjunction with the Rapid Response meeting. During these meetings individual appointments are scheduled with TAA case managers to make application for TAA benefits.

State Department of Labor (UI)

Kansas Department of Labor (KDOL) mails letters to known eligible TAA workers. Letters inform workers of potential eligibility for Trade Adjustment Assistance (TAA) benefits and Trade Readjustment Allowances (TRA) and instruct workers to contact their local TAA case manager/One-Stop center for an appointment.

There is a very close working relationship between KDOL/TRA staff and Commerce/TAA staff regarding TAA customers benefits. For example, Kansas has an inhouse TRA Statement request used as a communication piece between agencies to ensure the customer meets eligibility deadlines.

Service Delivery and Compliance

Local TAA services are delivered at the Workforce Centers; therefore, the One-Stop delivery system serves as an important avenue for linking TAA with its WIOA Core, required program partners, as well as other partners, in the area affected.

Workforce center staff works with the customer to ensure registration in KANSASWORKS.com, a combined MIS system, which is another element supporting the development of strong linkages between the TAA program and other workforce development partners. KANSASWORKS.com links multiple state agencies and currently links WIOA Youth, Adult, Dislocated Worker, W-P, Trade Act, Reemployment Services, Unemployment Insurance, Reemployment and Eligibility Assessment and the Senior Community Service Employment Program. The system is capable of cross-programmatic service delivery and provides management case files for multiple programs and/or agencies. Participant information can be accessed without moving from one agency system to another. Because case managers from different agencies have access to the same participant data, the entire system has become seamless to deliver better services for common customers of programs using KANSASWORKS.com.

Customers seeking TAA services complete the Application for Trade Act Benefits with a TAA case manager (CM) for eligibility determination. An assessment is completed to identify their initial employment plan and they are offered the eight mandated employment and case management services. Based on a customer's needs, the CM will work with them on next steps toward reemployment.

Nine full time Department of Commerce TAA case managers, one of which also serves as a TAA supervisor, two part time case managers, and one part time TAA supervisor provide TAA services across the state of Kansas.

In order to move to the next step for training services, a customer must not lack skills to obtain suitable employment in the current labor market and must also meet the six criteria for

approval for training. Customers receive training targeted to a specific occupation which will prepare them for suitable employment. Based on the individual's existing skills and education, along with labor market conditions, training will be of the shortest duration necessary to return the customer to employment.

Eligible customers may be waived from participation in training to preserve their benefits if the applicable criteria are met; however, a waiver will only be issued for a customer whose eventual goal is to enroll in TAA approved training. The customer may not be issued more than one waiver per petition under any circumstance.

It is the CM's responsibility to determine if the customer is eligible to be placed on a waiver from training. A waiver from training shall be issued to the customer only upon supported determination (verification of condition) which shows approval of a training program prior to their deadline is not feasible.

TAA customers may apply for additional benefits to include Out-of-Area Job Search, Relocation, A/RTAA (a wage subsidy for re-employed eligible workers over 50 years of age), and HCTC, a health insurance tax credit.

Another component of the Commerce/TAA staff and KDOL/TRA partnership is the work they complete together in the appeals process. If an application for TAA/TRA benefits has been denied and the customer believes the determination is incorrect, they have the right to appeal or request reconsideration. The determination becomes final unless appealed within 16 days from the date it is mailed to the customer. A customer may file an appeal by writing a letter stating their desire to appeal. The letter must state the customer's reason why they believe the determination is incorrect.

Both agencies work together on the monitoring aspect of TAA/TRA. As part of the responsibilities for the oversight of the TAA activities in Kansas, a quarterly review is conducted. Quarterly reviews include administrative and program components. If possible, reviews are done on cases in each of the five local areas. Results of monitoring activities are documented in a report and disseminated for response and corrective action as warranted.

Lastly, the System Reporting Analyst for Commerce works with both Commerce and KDOL staff to file the PIRL reporting requirements.

Rapid Response

The Department of Commerce, State Dislocated Worker Unit, is responsible for providing Rapid Response services. The state RR team consists of the Rapid Response Coordinator, Deputy Administrator/Policy, Guidance & Technical Assistance, the Workforce Services Director, the Systems Reporting Analyst, and the Deputy Director of LMIS at KDOL. The state's responsibilities include the following:

- Provide overall grant management to the Rapid Response program;
- Work with local Rapid Response Coordinator to ensure services are provided to affected workers
- Serve as the central point of communication for the state Workforce Centers;

- Develop prospective strategies for addressing dislocation events that ensure rapid access to the broad range of allowable assistance in conjunction with other appropriate federal, state, and local service agencies and officials, employer associations, technical or other business councils, and labor organizations;
- Compile information and distribute to the State Board, the USDOL, and others as needed;
- Establish and maintain the WARN online data base;
- Coordinate and provide related staff development activities;
- Establish and maintain dislocated worker and Rapid Response information on the Department of Commerce web site;
- Initiate early intervention services;
- Print materials and folders and deliver informational packets;
- Review and make recommendations on requests for Rapid Response services;
- Prepare National Emergency Grants; and
- Continually improve customer service, evaluate customer satisfaction measures, and share this information with the State Board.

Commerce designates local area Rapid Response Coordinators to provide and oversee Rapid Response activities in their respective Local Workforce Development Areas. The local RR teams vary per area, but each includes at least the local Rapid Response Coordinator and local workforce center staff. The activities they provide include, but are not limited to:

- Immediate and on-site contact with the employer, representatives of the affected workers, and the local community;
- Assess the layoff plans and schedule of the employer;
- Contact Commerce Administrative Office to request statewide materials and folders as well as collection and assimilation of information to be provided at employee meetings;
- Immediately notify affected Workforce Center Operators, WIOA Core Partners and other workforce system partners of a layoff incident.
- Hold informational meetings with the affected workers, providing them with re-employment services, UI, WIOA Core Partner programs and community resources information. RR will coordinate reasonable accommodations for effected workers to assist in RR service delivery.

RR administers a customer survey to be completed for each layoff incident in which on-site contact was made. Information relating to follow-up services is gathered, including assistance needed for training, education, or job search activities;

- Responsible for connecting the affected workers to resources necessary for follow-up services;
- Work with the employers and affected workers on additional services such as Job Fairs, resume writing/interviewing workshops, referral services and etc.

Rapid Response activities are initiated when the State or Local Rapid Response Coordinator becomes aware of an impending layoff of any size. A WARN or non-WARN notice may be initiated from the following:

- Employer - Upon receipt of the official WARN notification from the employer, the State or Local Rapid Response Coordinator contacts the employer within 48 hours of the notice to offer Rapid Response services.
- Kansas Department of Commerce - Any Commerce employee who receives notification of non-WARN information must send that information to the State Rapid Response Coordinator within 24 hours. The State or Local Rapid Response Coordinator contacts the employer within 48 hours from the time they are notified.
- Workforce Center Partner - If a workforce center partner (who is not part of the local Rapid Response delegation) receives or learns of a layoff, they must notify the State or Local Rapid Response Coordinator. The State or Local Rapid Response Coordinator contacts the employer within 48 hours of learning of the layoff.
- Newspaper Articles, Broadcast News, or Social Media - The State or Local Rapid Response Coordinator contacts the employer within 48 hours of receiving information from newspaper articles, broadcast news, or social media.
- Other - Other notifications may include WIOA Core Partner information, phoned-in leads, employer contacts, RESEA, my Reemployment plan meetings, and notification from the USDOL or Trade Act program certifications. The State or Local Rapid Response Coordinator contacts the employer within 48 hours of learning of the impending layoff.

Once the information is received and confirmed, the affected workers are notified through the following strategies:

Employer Contact

The State or Local Rapid Response Coordinator makes immediate contact with the employer to determine the layoff plans and to schedule informational meetings for the affected workers. The goal is to hold pre-layoff meetings at the work-site; however, the details are determined based on the employer's needs and desires. Every effort is made to best accommodate the employer and promote attendance. Post-layoff informational meetings may also be arranged and held, if necessary.

Union Contact

When the affected workers are organized under a union, the Local Rapid Response Coordinator notifies the local or regional union office of the time, date and location of the pre-layoff informational meeting so the union may promote the meeting to its members. If meetings cannot be held at the work site, the union hall may be a suitable alternative.

The order of preference for meeting location is first, the work site; second, the union facility; and third, another location approved by labor and management.

Other

If the employer has already closed the plant, isn't responding to our contact or if there is no Union involvement, there are several different avenues we will try in notifying the workers. RR will provide outreach through print ads, radio ads, or social media in the area of lay-off and will work with KDOL to send out information regarding meetings.

Once the workers are notified and meetings are set up, the workers are offered the following services:

Rapid Response Services and Workforce Center Activities

As part of all Rapid Response meetings, information is presented about services available through **KANSASWORKS**—the statewide workforce system. Staff that deliver services in the workforce center may provide information during the Rapid Response meetings or this will be covered by the Local Rapid Response Coordinator. Eligible dislocated workers are provided services at the meetings or are referred to the workforce center for further evaluation and services. These services include, but are not limited to:

- WIOA eligibility determination
- Case management
- Skills assessment
- Resume writing and interview techniques
- Labor market information
- Job matching services
- Occupational training

As mentioned above, customer surveys are administered and collected at the Rapid Response meetings.

Kansas has developed layoff aversion strategies:

- Kansas has a Mobile Center that has Rapid Response as its priority. The Mobile Center is deployed for closings or layoffs to assist workers as quickly as possible.
- Kansas has two statewide Workforce Response Coordinators. They are involved with and have constant communication with local Economic Development representatives and groups, Human Resource groups and other statewide organizations to keep their fingers on the pulse of employers, particularly those who may be struggling. They participate in Job Fairs, to communicate with employers needing assistance so the companies do not close or move. These staff members also visit with Jobseekers who may be able to fill positions with employers struggling to fill certain positions and keep the doors open. They also work closely with our local Rapid Response representatives who may be in contact with any struggling companies to understand the services that may be put in place to help them.
- The State Dislocated Worker Unit partners with the Kansas Department of Labor to promote the Work Share program as a layoff aversion strategy. The Shared Work Program is designed to help both employers and employees. It is an alternative for employers faced with a reduction in workforce and allows an employer to divide the available work or hours of work among a specified group

of affected employees in lieu of a layoff. Shared Work allows the employees to receive a portion of their unemployment insurance benefits while working reduced hours.

Incumbent Workers

In conjunction with Rapid Response Services, Workforce Services use a portion of the Dislocated Worker funding for incumbent worker training. Training using this funding is limited to skill attainment activities. The training is to be used for the purpose of averting layoffs but may also be used for the purpose of improving employee retention, increasing employee earning potential through the upgrade of skills and to assist in staying competitive.

Rapid Response in Kansas is a continual process of improvement and has now expanded its response to include WIOA Core Partner program information and referrals.

Veterans Priority Service

Service Delivery

Staff are strategically placed in **KANSASWORKS** American Job Centers aimed at meeting the needs of all veterans with significant barriers to employment. WIOA partners trained in case management will assess and serve veterans at all local workforce center locations. Kansas has integrated all DVOP specialists into the AJC's system through assignment to a Workforce Center. Veterans are initially identified by a front desk member. An assessment to identify any significant barriers to preventing employment (SBE) is conducted. Veterans with SBE's are referred to a DVOP. Those who do not have SBE's are provided services through the workforce center staff. Despite the determination of SBE status, all veterans remain entitled to, and do receive Veteran Priority of Service.

Local workforce development boards provide priority job placement and training activities to veterans. Plans on how services are provided are located in the State Policy narrative and in local workforce board WIOA plans. These plans include: how available resources (WIOA, Wagner-Peyser and others) are pooled to provide core and intensive services; processes to accomplish intake, assessment, registration and follow-up services; a description of mediated and non-mediated services; how veterans are provided priority in placement services and activities; and detailed description of how case management services are provided to veterans.

All workforce centers have an integrated, business services function responsible for connecting local employers to the local One-Stop system. In addition, Kansas has developed a coordinated intake and information system through KANSASWORKS.com, the statewide job search and case management system to facilitate the provision of services to veterans.

Educational opportunities are promoted through counseling services to veterans. Commerce and Regents coordinate education and training activities to increase

postsecondary capacity for job driven training programs. Additionally, local workforce development boards (LWDBs) provide real-time intelligence regarding skill gaps and projected skill needs.

American Job Center staff will provide job search and placement services for veterans including counseling, testing, occupational and labor market information, and skill evaluations such as *WorkReady!*, to help veterans make educated and up-to-date decisions about their training and employment needs. Veterans will be introduced to *America's Career InfoNet*, *O-Net*, and other local resources that offer career exploration, education and job tools such as the following to help them make career decisions:

- Assess personal marketability;
- Assess skills, skill gaps and related occupations
- Research occupations on a national, state or local level;
- Research occupations, employment trends to national, state and local wage information
- Research employers for job searches;
- Track labor market trends
- Learn how to network in various career fields using professional associations and Career Resource Library links
- Research training options by occupation such as certifications, schools, programs, and licenses
- Explore credentialing options; and
- Find financial aid resources

Please see attached proposed 2020-2024 program plan.

SCSEP

Service Delivery

Kansas State SCSEP is operated in seven counties in south central Kansas: Butler, Cowley, Harper, Harvey, Kingman, Sumner and Sedgwick. The LWDB, Workforce Alliance of South Central Kansas, provides SCSEP services through its workforce centers, creating an excellent opportunity for SCSEP participants to access all available **KANSASWORKS** services.

KWSB has codified the inclusion of older workers as a priority population for all **KANSASWORKS** services. With the implementation of WIOA, strategic coordination of the Core Partners will result in an investment in skill development of SCSEP participants. Services from WIOA Adult and Dislocated Worker Workforce Development, VR, Adult Education and Wagner-Peyser can be utilized to streamline services for SCSEP participants. WIOA as implemented in Kansas ultimately assures participants will be able to access all services for which they are eligible through all WIOA Core Partners.

As it was prior to WIOA, SCSEP is truly another program of **KANSASWORKS** where customers are provided with the same services as any other eligible job seeker.

Kansas utilizes the State Workforce Policy regarding serving minorities and other subpopulations. In addition, the SCSEP state sub-contractor will continue its practice of

engaging community-based organizations serving minorities to recruit eligible participants and coordinate services. For example, SCSEP in Kansas increased the number of Native American participants through coordination with the All American Indian Center, providing referrals and opportunities for recruitment by participating in scheduled activities specifically designed to engage the local Native American population. Coordination with Hispanic organizations including La Familia Senior Center, Hispanic Chamber of Commerce and Guadalupe Clinic have enhanced SCSEP recognition throughout the Hispanic community. Each of these community-based agencies have assisted in recruitment of participants, furnished space for participant meetings, acted as host sites, provided job leads in the Hispanic community and worked with SCSEP staff on participant retention when unsubsidized employment has been secured. The Indochinese Center acts as a host agency and is providing interpreters for participants and program staff; with the assistance of the Center targeted recruitments events will be held which should increase participation of Asian individuals. The Kansas Minority Business Council has been a valuable resource for helping recruit a significant number of African American participants and provides many referrals for unsubsidized jobs. Enrollment levels of minorities have remained consistent over the last several years and the most recent analysis indicates Kansas serves a much higher percentage of minorities overall than their representation in the population.

Please see attached proposed 2020-2024 SCSEP State Plan

Kansas Health Profession Opportunity Project

Service Delivery

KHPOP leverages the resources of partners including; Department for Children and Families (DCF), local workforce development boards, **KANSASWORKS** State Board, Registered Apprenticeship and Adult Education, as well as healthcare associations, private employers and representatives from education and training and other state agencies to provide employment opportunities in high-paying career healthcare positions.

The Department of Commerce and other partners utilize its existing relationships to promote KHPOP to potential employers. DCF will aid in identifying members of the targeted population for participation in KHPOP. The **KANSASWORKS** system will be leveraged to enroll targeted individuals into the program and connect them with the appropriate training opportunities. **KANSASWORKS** will also serve as the channel between employers and KHPOP participants, linking participants to available job opportunities.

Referrals to KHPOP come from the workforce centers, DCF, adult education or local community or technical colleges. There is no 'wrong door' entry to this project

Alternative Workforce Specialist

Service Delivery

Because the offender population includes individuals who can become viable members of the workforce with the proper instruction and training, the Department of Corrections and

Commerce created the Alternative (Offender) Workforce Development Specialist, which serves as a bridge between the Workforce System and correctional institutions and offices across the state. Multiple entities fund this position through the State General Fund, federal workforce development funds and funds from other Workforce System partners. The position serves individuals through coordination of pre- and post-release services, case management, employment development and vocational counselling.

Work Opportunity Tax Credit (WOTC)

Service Delivery

The Work Opportunity Tax Credit (WOTC) encourages the hiring of targeted employees so they move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers. Participating employers receive compensation by reducing their federal income tax liability. The largest number of workers are recipients of SNAP, followed by community residents, ex-felons, unemployed veterans and TANF recipients. Employers apply to receive WOTC credit WOTC LiveFile at KansasWOTC.com.

Workforce Aid (Aligned with Industry Demand)

Service Delivery

Workforce AID is a workforce training solution that supports the economic strategic plan for Kansas, with a focus on providing skilled talent for employers and growing jobs. Using short term highly focused training programs resulting in college credit and industry-recognized credentials, Workforce AID finds, trains and delivers Kansas employers a skilled, certified workforce - education directly linked to a job. Employers design training programs that expose participants to a wide variety of entry-level skills identified by employers in a specific industry sector, with an early and ongoing connection between employers and employees. This innovative project is led by the Kansas Department of Commerce in partnership with Regents and the State Workforce System.

Registered Apprenticeship

Service Delivery

Registered Apprenticeship is a structured system for training employees in a variety of occupations that require a wide range of skills and knowledge. It is an ideal way for employers to build and maintain a skilled workforce. It combines full-time employment, through on-the-job learning, under the supervision of experienced journey level workers, and related technical instruction. The related instruction may be provided through community or technical colleges, correspondence, online, distance learning, contract vendors or apprenticeship training centers to both educate and develop business and industries' workforce. Partnerships with WIOA partners include Adult Education and Commerce.

All Core Partners have worked together to determine how to coordinate and align services to individuals. The Core Partners have agreed to monitor progress and modify the state plan every two years to address issues with service delivery.

- (D) *Coordination, Alignment and Provision of Services to Employers.*
Describe how the entities carrying out the respective core programs, any Combined State Plan partner program included in this plan, required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers to meet their current and projected workforce needs and to achieve the goals of industry or sector partners in the state. The activities described shall conform to the statutory requirements of each program.

KWSB and its local partners work to expand the coordination and alignment of employer services to mandatory and optional workforce development program partners including Kansas' combined state plan partner programs:

- Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et. seq.)
- Senior Community Service Employment Program (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))

For a more detailed description see *Section VII Program Specific Requirements for Combined State Plan Partner Programs.*

All core and partner programs benefit from and participate in the coordination, alignment and provision of services to employers through the public workforce system as detailed in *Business Outreach* below.

Business Outreach

The Workforce Systems Partners under WIOA strive to implement a collaborative and coordinated business outreach process to streamline employer engagement among partners; share a common procedure for approaching new businesses; and maintain current business relationships. The Partners will also continue to explore options to coordinate the collection of employer data and the analysis of outcomes.

To arrive at the goal of coordinated business outreach, the Partners will implement the following strategies.

Sharing Employer Communication

Opening the dialogue between the Partners and creating a streamlined approach to business outreach provides the opportunity for key stakeholders to discuss options for creating inclusion and targeted training programs that will enhance employers hiring capabilities, as well as providing people with multiple barriers to employment

opportunities to become employed. This improved engagement also provides additional paid job opportunities for youth while in school or immediately after, up to age 24. This can include, but is not limited to internships, apprenticeships, job shadowing and/or training courses.

In addition, the strategy increases the collaboration and leveraging of services for employers among the Partners. Employers previously served by one partner will have access to a larger network of support and work-ready jobseekers. Employers therefore experience a more focused and collaborated effort between agencies. This collaborative effort will increase employer knowledge and maximize their usage of the various incentive programs the state has available for businesses to hire people with disabilities and those with significant barriers to employment.

Develop an ongoing cross-training program for Partner employer development specialists

To strengthen knowledge of partner services and their customers' employment needs and strengths, and to enhance coordination, the partners conduct regular cross-training and engage in continuous improvement meetings on an annual basis. The partners have staff learn the basics of each Core partners' programs and services and employer outreach strategies. Training includes enough relevant information to give trainees the tools necessary to speak to an employer about the other partner programs/incentives, piquing interest and facilitating the introduction of partners into the relationship for specialized knowledge. Individuals speaking to employers about other partner programs will not have the authority to commit services or funds without prior approval of the partner.

Training on each program is not intended for the purpose of non-program staff determining eligibility for an agency's program that does not fall within their job duties. (i.e., Workforce Center staff would not complete eligibility for Kansas Rehabilitation Services, etc.) Trainers are responsible for disseminating the information to their respective agency and serving as trainers for all staff with business outreach responsibilities. The Partners will build this cross-training into their standard new hire training and on-boarding processes. Partners in local areas will meet regularly to ensure open communication and high-quality cross-training is maintained.

Explore the option of using a common database for employer tracking

At least two Core Partners, Titles I and III, and a third partner, Kansas Department of Labor Unemployment Insurance, will continue to explore the potential option of using a common database for employer tracking. One such option is the employer portal in KANSASWORKS.com.

A common database could be used to track employer outreach, employer profiles, job openings, partner services provided and job order outcomes. Should such a common database be implemented, data entered on the employer's account, with regard to jobseekers, would include name and participant ID only when appropriate releases have been signed by the customer. No job seeker information such as SSN, health information or barriers to employment may be entered on an employer's account.

Such a coordinated database would allow Partners representing veterans, people with disabilities, minorities and jobseekers with multiple barriers to employment to further assist Federal Contractors with regulatory compliance. Other features to be considered in a common data base would include the ability to provide timely EEO reports to assist employers with regulatory compliance and the ability to comply with veterans' preferences that pertain to Titles I and III. Furthermore, job orders in KANSASWORKS.com are open to veterans to comply with preference for the first 72 hours after being entered as required by United State Department of Labor Veterans Employment and Training Service.

These strategies should increase the collaboration and leveraging of services for employers among the partners. Employers previously served by one partner will have access to a larger network of support and work-ready jobseekers. Employers will experience a more focused and collaborated effort between agencies. This collaborative effort will increase employer knowledge and maximize their usage of the various incentive programs the state has available for businesses to hire people with disabilities and those with significant barriers to employment.

Costs associated with elements this process may not be overcome.

Benefits of collaborative approach

This level of collaboration between the partners may increase the number of jobseekers with multiple barriers to employment in successful employment. The partners will regularly measure the degree of use and satisfaction of employers within the system, as well as the increased level of people with disabilities and significant barriers to employment who are working with those employers.

- (E) *Partner Engagement with Educational Institutions.* Describe how the State's Strategies will engage the State's community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system. WIOA section 102(b)(2)(B)(iv).

KANSASWORKS

The State Workforce Board's Eligible Training Provider List policy describes the first step WIOA Titles I and III partners will utilize to engage Kansas education and training providers to create a job—driven education and training system. Historically, Workforce Development and VR have had a strong relationship with both Adult Education and postsecondary education institutions, as they are the very entities which provide the skill development opportunities required to meet the needs of Kansas employers. In addition to the projects described earlier, Workforce AID and Excel CTE, the state has also supported AO—K, a program providing jobseekers concurrent training in Adult Education and postsecondary credentials. This program relies on functional relationships between workforce services, adult education and postsecondary education to help jobseekers simultaneously gain the skills needed for successful employment and to meet the needs of employers seeking individuals with particular skill sets. **KANSASWORKS**

has shared staff with the Kansas Board of Regents, has directly partnered with multiple postsecondary education institutions and currently funds more than one postsecondary education project to target individuals with multiple barriers to employment. These strategies have been very successful and is assumed they will continue to be over the next planning period.

Kansas Board of Regents Adult Education

At the most general level, public higher education in Kansas is engaged in the workforce development system through the commitment of the Board of Regents. One of the Board's strategic goals is to improve the alignment of the state's higher education system with the needs of the economy.

Adult education will be engaged with the state's community and technical colleges in four ways:

- Community and technical colleges will be eligible to compete for adult education funds. Currently adult education directly funds 17 community and technical colleges.
- Adult education will continue to support postsecondary transition activities with professional development and incentives for learners' postsecondary readiness and enrollment in postsecondary courses.
- Two-year colleges and adult education programs will continue to offer AO-K, a career pathways program. WIOA requires that career pathways enable an individual to attain a secondary school diploma or its recognized equivalent and at least one recognized postsecondary credential. In Kansas, AO-K career pathways programs must include concurrent enrollment in Title II-funded instruction and postsecondary CTE, team-taught basic skills and postsecondary CTE courses, supplemental instruction, support services, and postsecondary credit approved by the Kansas Board of Regents.

For out-of-school youth, adult education programs offer instruction in foundational and high school equivalency skills, workforce preparation activities, and assistance in transitioning to postsecondary education and training. Youth enrolled in Title II adult education programs may participate in the AO-K career pathways program which offers concurrent postsecondary CTE courses and GED® instruction, tuition-free technical courses, and the possibility of TANF scholarships for eligible participants.

Vocational Rehabilitation

The VR program supports customers to pursue postsecondary education at all levels if necessary to achieve their vocational goals. VR assists customers to access comparable benefits, such as PELL Grants, to help pay for higher education before expending VR funds. Agreements between VR and all Kansas institutions of higher education and private non-profit colleges specify cost sharing responsibilities related to the provision of auxiliary aids and services.

(F) *Partner Engagement with Other Education and Training Providers.*

Describe how the

State's Strategies will engage the State's other education and training providers, including providers on the state's eligible training provider list, as partners in the workforce development system to create a job-driven education and training system.

As described above, the Board's Eligible Training Provider List contains private and other accredited postsecondary education providers. Any education and training provider approved to do business in Kansas by the Kansas Board of Regents is included on the ETPL and are included in the workforce system's strategies for meeting the needs of individual job seekers' and employers' needs.

(G) *Leveraging Resources to Increase Educational Access.* Describe how the State's strategies will enable the State to leverage other Federal, State, and local investments that have enhanced access to workforce development programs at the above institutions, described in section (E).

KANSASWORKS

Local Partners from multiple systems coordinate resources to increase participant access to education. The **KANSASWORKS** State Board has established several policies to guide Local Boards and partners. The Training Expenditure Policy 5-07-00, Coordinating Individual Training Accounts with Other Sources of Financial Assistance Policy 5-08-00, Memorandum of Understanding Policy 5-25-00 and the Integrated Service Delivery and Functional Management Policy 5-27-00 all provide guidance for leveraging resources to increase educational access and can be found at <https://ksworksstateboard.org/policies-and-procedures/>

Board of Regents Adult Education: Federal

Federal TANF and SNAP funds support AO-K, Partners for Success, and Partners in Change programs which include postsecondary instruction or transition to postsecondary education.

The Kansas Board of Regents administers the Carl D. Perkins Career and Technical Education grant for Kansas. One of the areas in which colleges can seek Perkins program improvement funding is activities to prepare special populations for high-skill, high-wage, or in-demand occupations that will lead to self-sufficiency. Colleges develop a local plan to:

- Integrate academics and career technical education
- Provide equitable access and opportunities to special populations
- Provide work-based learning experiences
- Align secondary and postsecondary programs of study

- Enhance career exploration and guidance
- Provide professional development for educators

Board of Regents Adult Education: State

- Funds granted by the State Legislature (Excel in CTE) provide free college tuition for high school students in postsecondary technical education courses and incentives to school districts for students earning industry-recognized credentials in high-demand occupations.
- The AO-K proviso pays tuition for technical courses for adults without a high school diploma who are enrolled in adult education.
- The Kansas Career Technical Workforce Grant is available to students enrolled in an eligible career technical education program operated by a designated Kansas educational institution that has been identified as offering a technical certificate or associate of applied science degree program in a high-cost, high-demand, or critical industry field.
- The Kansas Board of Regents administers the Kansas Nursing Initiative Grant which was developed in 2006 to address the growing nursing shortage in the state, providing resources to nursing education programs to increase their capacity to instruct additional nursing students. These grant funds may now support faculty and nursing lab supplies with the goal of improving program quality and student success.

Board of Regents Adult Education: Local

Several colleges have granted tuition waivers for non-technical courses to adults enrolled in AO-K.

Vocational Rehabilitation

The VR program supports customers to pursue postsecondary education at all levels if necessary to achieve their vocational goals. VR assists customers to access comparable benefits, as required by regulation, prior to the expenditure of VR dollars.

- (H) *Improving Access to Postsecondary Credentials.* Describe how the State's strategies will improve access to activities leading to recognized postsecondary credentials, including Registered Apprenticeship certificates. This includes credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

As stated above, local partners from multiple systems coordinate resources to increase participant access to education. The **KANSASWORKS** State Board has established several policies to guide Local Boards and partners. The Training Expenditure Policy 5-07-00, Memorandum of Understanding Policy 5-25-00 and the Integrated Service Delivery and Functional Management Policy 5-27-00 all provide guidance for leveraging increasing educational access and can be found at <https://ksworksstateboard.org/policies->

[and-procedures/](#) KANSASWORKS only approves training programs which result in industry-recognized credentials and for which there is sufficient demand for those credentials to improve an trainee's success at gaining employment. All RA employers are included on the ETPL and therefore included in the standard operating procedure of improving access to activities leading to recognized postsecondary credentials.

Board of Regents Adult Education

- The strategies and resources identified under E and F will improve access to recognized postsecondary credentials, including those that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

The Kansas Board of Regents, Kansas Department of Labor, Kansas State Department of Education, and Kansas Department of Commerce market postsecondary education through a web dashboard which will allow customers to get information on high-demand jobs and link to postsecondary institutions where training is available in Kansas (kscareernav.gov). This effort highlights opportunities to obtain industry-recognized, portable, and stackable credentials as part of a career pathway.

Career pathways will prepare individuals to be successful in a full range of secondary or postsecondary options including registered apprenticeships. Career pathways will enable individuals to attain a high school equivalency certificate, where necessary, as well as at least one recognized postsecondary credential. Where practicable, career pathways will integrate education, training, and other services including counseling and workforce preparation activities in order to accelerate the educational and career advancement of individuals. Since 2011, KBOR, employers, and individual postsecondary institutions have worked together to develop career pathways in aligned programs. Local Workforce Boards may also develop additional career pathways as required by local employers. Adult education will collaborate with workforce partners in offering basic skills to registered apprenticeship participants and with colleges in offering concurrent enrollment and team-teaching in adult education and CTE programs.

Vocational Rehabilitation

Supporting career pathways is incorporated into VR services in order to empower individuals with disabilities to maximize their employment. Services are provided to help individuals get, keep or advance in employment. The VR program supports customers to pursue postsecondary education at all levels according to their primary employment factors, such as skills, interests, abilities, capabilities and informed choice.

- (I) *Coordinating with Economic Development Strategies.* Describe how the activities identified in (A) will be coordinated with economic development entities, strategies, and activities in the State.

The Kansas Department of Commerce is not only the state workforce agency, but also the state economic development agency and is therefore uniquely structured to coordinate economic development strategies with the activities provided across the Kansas workforce development system. The Business Services Division of Commerce provides both state-level intelligence regarding industries establishing operations in the state and local-level intelligence regarding growth and expansion of particular companies. Commerce's divisions meet regularly to share, coordinate, and align activities. As part of this economic development system, including the local workforce development boards and local economic development organizations, WIOA core partners are at the forefront of up-to-date workforce development activities and will utilize this position to counsel Kansas workforce development system customers and support training and skill development activities to match the employment needs of Kansas industries, thus improving the probability of successful employment placement.

Economic development activities at the local level are coordinated through the work of local workforce development boards, local area executive directors, business outreach staff, and similar staff within **KANSASWORKS** workforce centers and core and combined partner offices. Regular communications occur between these staff and economic development entities such as chambers of commerce, rural and county development agencies, economic development district representatives, city government officials, and large employers.

- (b) **State Operating Systems and Policies.** The Unified or Combined State Plan must include a description of the State operating systems and policies that will support the implementation of the State strategy described in section II **Strategic Elements**. This includes—
- (1) The State operating systems that will support the implementation of the State's strategies. This must include a description of—
 - (A) State operating systems that support coordinated implementation of State strategies (e.g., labor market information systems, data systems, communication systems, case-management systems, job banks, etc.).

The Commerce workforce system uses the America's Job Link Alliance Management Information System to meet all of the requirements of US Department of Labor, Employment and Training Administration for data collection and reporting. The AJLA system in Kansas, www.KANSASWORKS.com also provides the public with access to labor market information, connects to postsecondary training programs and performance outcomes by training program. The AJLA system provides case management tools and creates participant records and can be used for payment for services and cost allocation of services. Employers may enter job postings in KANSASWORKS.com in addition to finding qualified applicants for jobs. Today, there are 35,524 job postings and 9021 resumes in KANSASWORKS.com. Data will be extracted for compilation of WIOA-required common accountability measures. The Portal for Adult Basic Literacy Outreach (PABLO) is the student information, program accountability, and reporting system for

Kansas Adult Education. The Kansas Higher Education Data System (KHEDS) supports informed decision-making through the collection, analysis, and reporting of postsecondary data in Kansas. Both PABLO and KHEDS will support coordinated implementation of state strategies through the Workforce Data Quality Initiative (WDQI).

The KWSB will devote the first two years of the implementation of this plan to establish policies and procedures for local areas regarding co-enrollment, cross-program intake processes, referrals and other strategies for establishing a WIOA workforce system.

- (B) Data-collection and reporting processes used for all programs and activities, including those present in one-stop centers¹⁰.

Data-collection and reporting processes are consistent throughout each local area; data is validated as required by US DOL. Commerce has policies related to data collection and reporting processes required for each local workforce system, including the Data and Information Collection policy describing specific data collection requirements and identification of which data must be validated

<https://ksworksstateboard.org/download/15/policies/434/5-38-00-final-data-collection-policy-11-1-17.pdf>

Current Record Maintenance and Retention policy can be found here

<https://ksworksstateboard.org/download/15/policies/409/5-13-00-record-maintenance-and-retention.pdf>

As with WIOA Title I, staff funded by VR, Wagner-Peyser and Adult Education will collect and report data necessary for the common accountability measures identified in WIOA, the quarterly state-specific data measures identified in the Performance Indicators operational elements, the data necessary for the extensive metrics included in the goals and priorities section of the VR Services Portion of the Combined State Plan, and the data necessary for evaluation and continuous improvement.

Data Collection and Sharing Strategies

As per strategy found in Title 1 Subtitle A, Chapter 1, Section 101-102 of Workforce Innovation Opportunity Act (WIOA), data collection and sharing is vital to the collective partner efforts defined relating to federal common measures reporting. Data collection and sharing will be a collaborative effort between partnering agencies including, but not limited to, Kansas Department of Labor (KDOL), Department of Commerce (Commerce), Kansas Board of Regents (KBOR), and Kansas Department for Children and Families (DCF) resulting in the development of strategies for aligning MIS systems. These partner agencies plan to promote the responsible and legal sharing of data to be used in research for program improvement while collaborating on reporting to support continuous workforce training. These partnerships will deepen the functionality of the data. A primary goal is to be able to track students from PK-12 through workforce training programs, adult education programs, or postsecondary education and into the workforce. Wage earnings data will be used to assess program outcomes, and career and

¹⁰ For the PY 2016 state plan, descriptions of data collection and reporting processes need only include currently known indicators.

technical educational programs will be marketed to workers receiving unemployment insurance, participating in adult education programs or seeking workforce training. Data sharing linkages will be developed to further support reduction of duplicative data collection as well as provide an integrated reporting of accountability measures.

Operational Elements/Activities

1. Expand the Statewide Longitudinal Data System (SLDS) to integrate workforce longitudinal data, developing necessary agreements, and matching education data with workforce data at the individual record level and across workforce programs, for better evaluation of federally and state supported education and workforce programs;
2. Protect personally identifiable information;
3. Using SLDS data to evaluate performance of federal and state supported job training and education programs and to make policy adjustments for continuous program improvement;
4. Providing user-friendly information to consumers to aid in the selection of education and training programs, including production and dissemination of workforce training provider performance information and outcomes in a standardized “scorecard” format;

The alignment of the activities, shown above will benefit underemployed individuals seeking training opportunities, potential career and technical education consumers, and individuals with significant barriers or disabilities. Benefits include:

1. Enhanced service delivery: The data will support program performance and outcome evaluation and drive policy development and program management.
2. Improved outcomes for job seekers: Allow job seekers the ability to use a streamlined system that allows them to select programs based on performance and outcomes. This will generate time savings for the job seekers, potentially impact unemployment benefits positively, and ultimately allow job seekers a quick response on employment and training opportunities.
3. Improved outcomes for employers: Employers will have the opportunity to view and use performance data through the same dashboard and will be able to access qualified candidates.
4. Economic development: By strengthening data collection and sharing efforts across agencies, business opportunities in the state are enhanced by the indirect development of a qualified workforce.
5. System and program accessibility: Data will be disaggregated by those with significant barriers to employment, including those with disabilities to allow local and state policy makers to evaluate the services provided to those individuals.

Measurement of success with these stated operational elements or activities will be attributed to the successful development of inter-agency data sharing agreements and related linkages of systems as a result of data sharing. All partners will monitor data collection and validate data.

With a Round 3 Workforce Data Quality Initiative grant (WDQI), Regents, Commerce, and Labor collaborated to create an interoperable data system and continued development with a Round 5 grant.

- (2) The State policies that will support the implementation of the State's strategies (e.g., co-enrollment policies and universal intake processes where appropriate). In addition, provide the State's guidelines for State-administered one-stop partner programs' contributions to a one-stop delivery system.

The KWSB Policy 5-00-00 <https://ksworksstateboard.org/policies-and-procedures/> issued July 1, 2016 provides the requirements and processes for developing new policies such as those required for the implementation of WIOA. The policy details that a state subject expert drafts a policy to be reviewed and considered by the KWSB. The KWSB by majority vote accepts the policy and approves its distribution for Public Comment or it rejects the draft and asks for modification of the draft.

After the public comment period, comments are reviewed by the subject expert and any changes resulting from the comments are made and a recommendation to the full KWSB at its next scheduled Quarterly Meeting to adopt the policy. If the KWSB adopts the policy, it is posted on the KWSB website and distributed to workforce system partners and other interested parties. If the policy is rejected by the KWSB, state staff modifies the policy draft per KWSB direction and starts the procedure again or removes the policy from further consideration.

(3) State Program and State Board Overview.

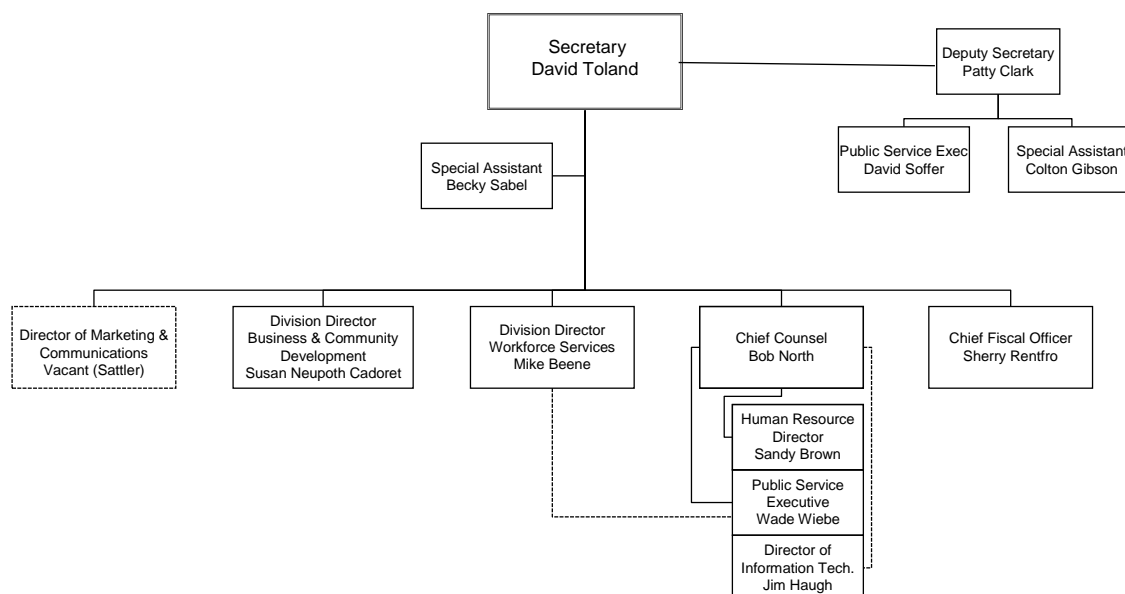
- (A) *State Agency Organization.* Describe the organization and delivery systems at the State and local levels for the programs covered in the plan, including the organizational structure. Include an organizational chart.

Commerce and DCF are cabinet agencies while the Governor-appointed Board of Regents has a President and CEO chosen by the Board. Agency organization charts are provided below.

Kansas Department of Commerce Organizational Chart

This organizational chart shows the following reporting structure in order: Level 1: Governor Level 2: Secretary of Commerce 3: Deputy Secretary of Commerce 4: Director of Business Development, Director of Community Development, Director of Workforce Services, Chief Fiscal Officer, Director of HR, Director of Information Services, Director of Marketing, and General Counsel.

Governor Laura Kelly



Local Workforce Development Boards: The Kansas public workforce system consists of five Local Workforce Development Areas, each with its own Board of Directors and one Executive Director. While each local system is structured based on its geographical area, population size, resources and capacity; all Local Areas are structured to interact with state agencies on behalf of common customers. The Kansas Department of Commerce and the State Workforce Board provide policy, oversight and technical assistance for Adult, Dislocated Worker and Youth funding streams, and provides Wagner-Peyser staff for local workforce centers. Each local workforce system adheres to Service Delivery Integration and Functional Management per State Board Policy 4-04-01. Local systems designate a multi-disciplinary leadership team to select functional supervisors who oversee and direct daily workforce center service delivery. Any Core, Required or other partner staff may be designated as a multi-disciplinary leadership team member, a functional supervisor or a member of service delivery teams such as Welcome Team, Training Services Team or Employer Services Team. State Plan programs, including TAA, JVSG and SCSEP are each integrated into the functional management of appropriate local systems. As found in the state board policy:

Goals of Functional Management

- To provide a truly seamless workforce system to all customers, both job seekers and employers

- Improve business and job seeker customers' access to quality services

- Reduce management duplication

- Empower Operators to manage the outcomes on which their performance is based

- Formalize the participation of all workforce system partners

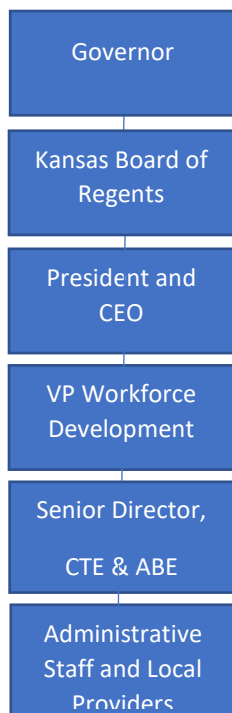
Components of Functional Management: All customers experience workforce centers as seamless, service-driven facilities, served by dedicated staff of **KANSASWORKS** rather than by staff of individual partner agencies. All partner staff members of each facility understand the function they are to serve, creating increased responsiveness to customer needs. Each Local Area has a single, identifiable person who is responsible for the day-to-day operation of the Local Area One-Stop System. This individual has the authority to direct the function(s) of each staff member.

In addition to the structure described above, each Core and Required Partner and other community partners, may refer customers to each other and coordinate service delivery among multiple systems based on the needs of and benefit for individual participants.

Kansas Board of Regents Organizational Chart

This organizational chart shows the following reporting structure in order: Level 1: Governor, Level 2: Kansas Board of Regents, Level 3: President and CEO, Level 4: Vice President for Workforce Development, Level 5: Senior Director of Adult & Career Technical Education, Level 6: Administrative Staff and Local Providers.

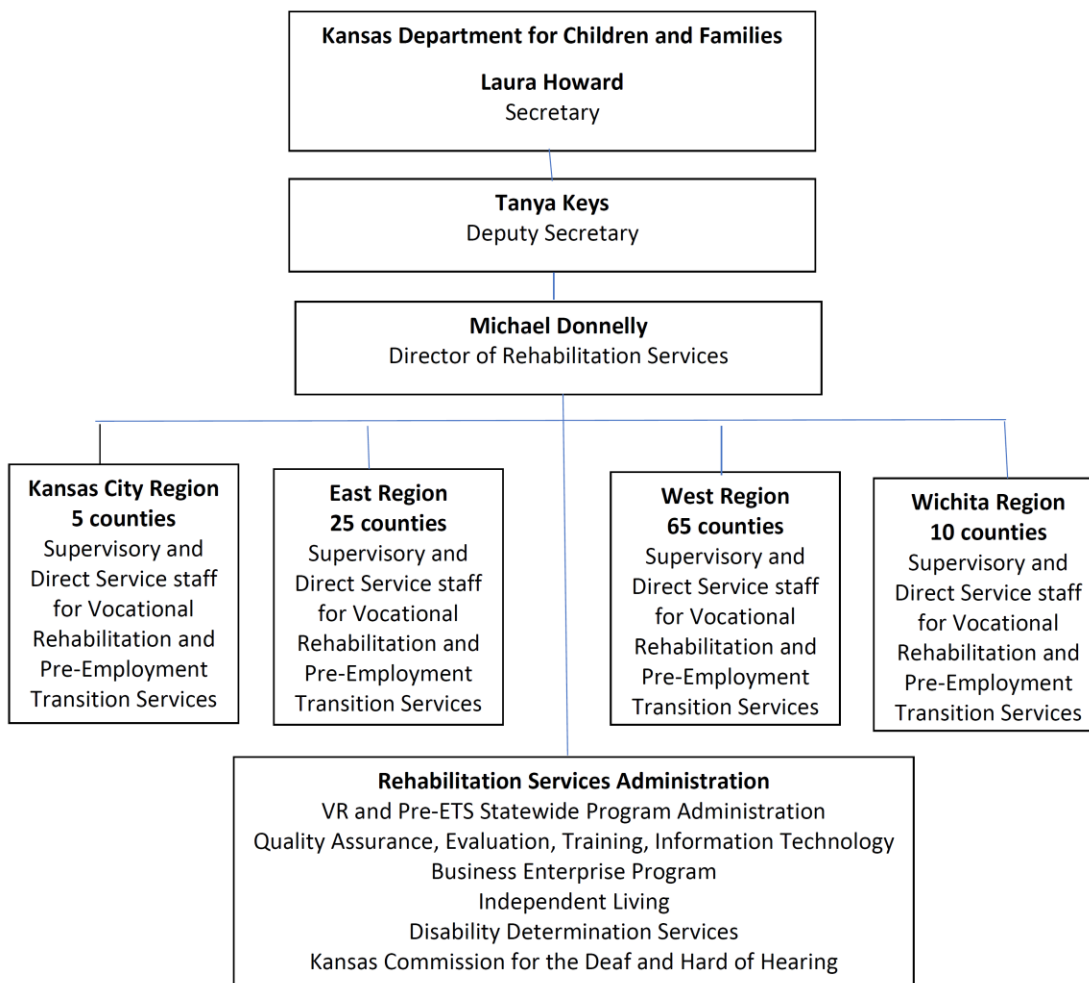
Governor Laura Kelly



Kansas Department for Children and Families Organizational Chart

This organizational chart shows the following reporting structure in order: Level 1: Governor, Level 2: Secretary Level 3: Deputy Secretary, Level 4: Director of Rehabilitation Services, Level 5: Four Regional offices and Rehabilitation Services Administration including VR, Pre-ETS, state administration, Business Enterprise Program, Independent Living, Disability Determination Services, State Commission for the Deaf and Hard of Hearing

Governor Laura Kelly



- (B) *State Board*. Provide a description of the State Board, including-
- (i) *Membership Roster*. Provide a membership roster for the State Board, including members' organizational affiliations.

					State Legislature, Agencies, & Organizations				
Member	Counter	Business & Industry 51%	Workforce/Org. Labor 20%	Other/Optional	Kansas Legislature (Required)	Core Partners Lead Agencies	Elected Official (Required)	Organization & Notes/Comments	
Governor, Laura Kelly	1							Governor, State of Kansas (Required but not Gov Appt)	
Clark, Patty	1					1		Kansas Department of Commerce, Deputy Secretary/Titles 1 & 3	
Grandon, Scott	1		1					Business Manager, Labor-Pipe Fitters Local 533	
Hall, Matthew	1		1					Business Agent, Labor-Teamsters Local 696	
Harwood, David	1	1						Senior Vice President,	

								Terracon Consultants (KWSB CHAIR)	
Howard, Laura	1					1		Kansas Rehabilitation Services (DCF), Secretary/Title 4 Voc Rehab	
Junkins, Shaun	1		1					Workforce/Organized-International Assoc of Machinist & Aerospace Workers/IAM delegate to State AFL-CIO Council	
Koehn, Sara	1	1						HR Director, Western Plains Medical Complex	
Lynn, Julia	1				1			State Legislator, Kansas Legislature (Required but not Gov Appt)	
Martinez, Sheila	1	1						CEO ASK Associates-Early Childhood	
Minard, Laurie	1	1						Vice President of Human Resources, Garmin International	
Newkirk, Todd	1		1					Workforce/Organized-Labor International/Reg Appr. Representative, Intern'l Brotherhood of Electrical Workers	
Pankratz, Darrell	1	1						Business & Industry	

								Representation, CEO, PrairieLand Partners/John Deere	
Parasker, Neelima	1	1						CEO snapIT Solutions	
Perry, Carol	1	1						VP Patient Services, Stormont Vail Healthcare (KWSB CO- CHAIR)	
Roberts, Rob	1						1	Local Area 5 Chief Elected Official, Chair	
Rupp, Stephanie	1	1						HR Manager, Mosaic Industries	
Scott, Suzanne	1	1						Human Resouce Director, Spirit Aero, Business & Industry Representative	
Smathers, Scott	1						1	Kansas Board of Regents, Vice President, Workforce Development/Ti tle 2 Adult Education	
Wiggins, Perry	1			1				Governors Military Council/Military Transition Employment	
Wilson, Jermaine	1						1	Elected Official - Mayor, Leavenworth, KS	
Vacant-State Legislator	1				1			Kansas House Legislator,(Requ ired but not Gov Appt)-VACANT	

Vacant-Business & Industry								VACANT - need one to fulfill Federal Compliance	
Totals	22	9	4	1	2	3	2		
<i>Less (3 Non-Appts)</i>	19				7				
% Required		51 %	20 %	0%	0%				
Number Required		9.69	4.4	0	0				
Current %		47.4 %	21.1 %	5.3 %	36.8%				

- (ii) Board Activities. Provide a description of the activities that will assist State Board members and staff in carrying out State Board functions effectively.

The KWSB ensures Kansas' entire workforce system, covering many programs in multiple departments and agencies, meets employers' needs for skilled workers and meets workers' needs for career and economic advancement. The KWSB convenes State, regional and local workforce system partners to enhance the capacity and performance of the workforce system; align and improve the outcomes and effectiveness of public workforce investments and thereby promote economic growth. The board engages workforce system representatives including businesses, education, economic development, labor and other stakeholders to achieve the strategic and operational vision and goals of the State Plan as well as the purpose of the Workforce Innovation and Opportunities Act (WIOA).

The KWSB serves as a review board and change agent empowered with the responsibility of making recommendations to the Governor and to state agencies to align workforce development with the needs of economic development in the state.

The KWSB plays an important role in bringing citizen involvement and engagement to the state's workforce development efforts and in providing strategic leadership for workforce development and local/regional leaders throughout the state. The KWSB's strength is less in its statutorily-defined decision-making authority and more as a forum for policymakers, informed citizens and stakeholders to influence public policy for the improvement of the State's workforce. The structure and operations of the KWSB and committees and the active engagement of members are the keys to success.

The primary State Board function is the emphasis on collaboration and regional planning.

The Board is tasked with enhancing partnerships to ensure statewide alignment linking employers and workers, job seeking individuals.

As the state workforce development board, the KWSB is expected to provide strategic leadership for a wide range of employment and training programs beginning with those under WIOA.

Provide workforce activities that:

- Increase access to and opportunities for:
 - Employment
 - Education
 - Training, and
 - Supportive services
 - Success in the labor market, particularly for individuals with barriers
- Increase:
 - Prosperity of workers and employers
 - Economic growth of communities
 - Global competitiveness
- Increase, through state and local workforce systems
 - Employment
 - Retention
 - Participant earnings
 - Postsecondary credential attainment
- Outcomes:
 - Improvement in workforce quality
 - Reduce welfare dependency
 - Increased economic self-sufficiency
 - Meet employer skill requirements
- Enhanced productivity and competitiveness

(4) Assessment and Evaluation of Programs and One-Stop Program Partners.

- (A) *Assessment of Core Programs.* Describe how the core programs will be assessed each year based on State performance accountability measures described in section 116(b) of WIOA. This State assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider. Such state assessments should take into account local and regional planning goals.

During its regularly scheduled Quarterly Meeting, the KWSB is provided performance outcome reports from each of the Core Partner programs for review, questions and discussion. Because each of the Core Programs are represented on the State Board, appropriate board members are able to explain any report items needing verification or to answer any questions.

For the federal WIOA performance accountability measures and State measures determined by the KWSB, each Core Program has a monitoring and corrective action process at the state level that assures identified deficiencies, to the extent they occur, are addressed. This process is intended to be based primarily on Local area and Statewide data analysis, but may also include other monitoring tools at the discretion of the Core Program. If annual performance targets are not met by any Core Program, in any Local Workforce Development Area, the KWSB may request that the Core Program submit a corrective action plan. In the event of a corrective action plan being implemented, the Partner will provide regular progress reports to the KWSB and other partners.

In the following information, each Core Partner describes its assessment process.

Assessment of Core Programs Titles I and III

The KWSB will be provided reports reflecting the Accountability Measures established by Section 116 of WIOA. The KWSB and Core Program state agency staff will provide both best practices and outcome improvement plans during each state board meeting as required. If performance of any Core Program or any Local Workforce Development Area fails to meet performance for more than one program year, a Corrective Action Plan will be required. The Commerce Legal Division, Oversight and Monitoring Unit will conduct on-site reviews as needed to assess the improvements made by the Local Area. The results of those reviews will be submitted to the KWSB.

Assessment of Core Programs Title II:

Kansas adult education programs' performance will be assessed each year using statewide quality measures, individual student outcomes, and validation of data quality. Eligible applicants negotiate performance targets as part of the application process. Providers lose a portion of funding if the program fails to meet performance targets and objectives. Programs whose funding is reduced as a result of declining performance are provided with technical assistance and are encouraged to participate in appropriate professional development.

Assessment of Core Programs Title IV:

VR will participate in the workforce system's reporting, assessment and continuous improvement processes for the required common accountability measures. In addition, VR will report on specific state-level indicators as identified in the Performance Indicators section. VR goals and priorities, and related metrics, will be overseen by the management of Rehabilitation Services and under the direction of the Department for Children and Families. Performance information will also be evaluated by the State Rehabilitation Council.

- (B) *Assessment of One-Stop Program Partner Programs.* Describe how other one-stop delivery system partner program services and Combined State Plan partner programs included in the plan will be assessed each year. Such state assessments should take into account local and regional planning goals.

Commerce staff reviews performance information based on appropriate federal legislation and guidance for Trade Act, SCSEP and JVSG each month and determines if any additional support, corrective action or other action is needed to improve or maintain performance and service delivery efficiency.

During its regularly scheduled Quarterly Meeting, the KWSB is provided performance outcome reports from each Local Workforce Development Area for review, questions and discussion. At least one representative from each Local Area attends the KWSB meetings and is therefore able to explain any report items needing verification or to answer any questions about their own activities or those of their local partners.

- (C) *Previous Assessment Results.* Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, provide the results of assessments of the effectiveness of the core programs and other one-stop partner programs and Combined State Plan partner programs included in the Unified or Combined State plan during the preceding 2-year period (i.e. the 2-year period of the plan modification cycle). Describe how the State is adapting its strategies based on these assessments.

KANSASWORKS has met or exceeded all Common Performance Measures for the last three years.

Kansas adult education has been in the top quartile nationally for Measurable Skill Gains. Should Kansas adult education fall from the top quartile in any of the primary indicators of performance, the State will examine and adapt strategies based on these assessments.

The Rehabilitation Services Administration in the US Department of Education established standard national performance indicators for VR programs. The indicators and Kansas performance for PY 2019 are:

Number of rehabilitations (stable employment of at least 90 days): 1,201

Percent of rehabilitations in competitive employment: 99.6%

Percent of individuals who have significant disabilities (multiple functional limitations) among those who achieved competitive employment: 96.2%

Average hourly wage of VR customers: \$10/91

Self-reliance—Percent individuals who report their own earnings as their largest source case closure (self-reliance milestone): 76%

- (D) *Evaluation.* Describe how the State will conduct evaluations and research projects on activities under WIOA core programs; how such projects will be coordinated with, and designed in conjunction with, State and local boards and with State agencies responsible for the administration of all respective core programs; and, further, how the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under WIOA.

Kansas has hired a Ph.D. – level researcher to conduct evaluation of programs. Through this staff person, and other consultants who may be available to partners, Kansas will continue to explore opportunities for collaborative evaluation and research functions within the scope of available resources. Such efforts will be designed and coordinated with core programs and their cognizant state agencies, and relevant boards. All human subject research will be reviewed and approved by a third-party Institutional Review Board.

Kansas assures that its evaluation and research functions will be coordinated with the evaluations provided by the U.S. Secretary of Labor and the U.S. Secretary of Education under WIOA. More information is needed from federal officials regarding their evaluation protocols before this strategy can be further defined.

- (5) Distribution of Funds for Core Programs. Describe the methods and factors the State will use in distributing funds under the core programs in accordance with the provisions authorizing such distributions.

- (A) *For Title I programs,* provide a description of the written policies that establish the State's methods and factors used to distribute funds to local areas for—

- (i) Youth activities in accordance with WIOA section 128(b)(2) or (b)(3),

As required by WIOA Sec. 128(b)(2), and TEGL 16-18 and all changes, Commerce distributes funds to Local Workforce Development Areas, after the Governor reserves 15% of the state youth allocation for statewide activities, based on characteristics described below:

1) Areas of Substantial Unemployment

An area of substantial Unemployment (ASU) is defined as a contiguous area with a population of at least 10,000 with an unemployment rate of at least .6451. Presently these are defined by using census tracts in Kansas.

Once these areas are designated they are justified by ASU software which is issued by the Bureau of Labor Statistics (BLS) and then verified by BLS.

These areas are broken out by Local Workforce Development Areas (LWDA) the number of each in the LWDA is calculated as a percentage of the total.

ASU calculation by census tract: All are based on Census Employment from 2000 Census.

Percentage of tract x total county employment = census tract labor employment.
Percentage of tract x total county unemployment = census tract unemployment. These two numbers added together = tract civilian labor force.

To calculate unemployment:

Unemployment divided by civilian labor force = Unemployment Rate.

2) Excess Unemployment

Excess Unemployment is defined as any county unemployment that exceeds 4.5% of the county annual average total.

Calculation County Labor Force x 4.5%

Example Barber County: CLF = 2621 x 4.5% = 118

The county unemployment average for Barber County for 2006 was 88 so there is 0 excess unemployment.

Example Reno County: CLF = 33119 x 4.5% = 1491

The county unemployment average for Reno County for 2006 was 1519 so there is a total of 28 1519 - 1491 = 28 excess unemployment in Reno County.

Each of the LWDA's is then calculated as a percentage of the total of the WIOA Allocation.

3) Economically Disadvantaged

The Economically Disadvantage calculations for both the Adult and Youth Programs remain the same until the next census takes place.

A weight of 33.3333% is applied to each of the three data factors described above for each Local Area allocation.

HOLD HARMLESS REVIEW

After calculation of the WIOA distribution figures, a "hold harmless" review of funds is completed to ensure no area receives less than 90% of the previous two years' allocation.>

Excel spreadsheets are provided to the Local Areas with calculations.

- (ii) Adult and training activities in accordance with WIOA section 133(b)(2) or (b)(3),

As required in WIOA Sec. 123(b)(2)(A)(i) and TEGL 16-18, Commerce distributes funds to Local Workforce Development Areas, after the Governor reserves 15% for statewide activities, based on characteristics as described below:

1) Areas of Substantial Unemployment

An area of substantial Unemployment (ASU) is defined as a contiguous area with a population of at least 10,000 with an unemployment rate of at least .6451. Presently these are defined by using census tracts in Kansas.

Once these areas are designated they are justified by ASU software which is issued by the Bureau of Labor Statistics (BLS) and then verified by BLS.

These areas are broken out by Local Workforce Development Areas (LWDA) the number of each in the LWDA is calculated as a percentage of the total.

ASU calculation by census tract: All are based on Census Employment from 2000 Census.

Percentage of tract x total county employment = census tract labor employment.
Percentage of tract x total county unemployment = census tract unemployment. These two numbers added together = tract civilian labor force.

To calculate unemployment:

Unemployment divided by civilian labor force = Unemployment Rate.

2) Excess Unemployment

Excess Unemployment is defined as any county unemployment that exceeds 4.5% of the county annual average total.

Calculation County Labor Force x 4.5%

Example Barber County: CLF = 2621 x 4.5% = 118

The county unemployment average for Barber County for 2006 was 88 so there is 0 excess unemployment.

Example Reno County: CLF = 33119 x 4.5% = 1491

The county unemployment average for Reno County for 2006 was 1519 so there is a total of 28 1519 - 1491 = 28 excess unemployment in Reno County.

Each of the LWDA's is then calculated as a percentage of the total of the WIOA Allocation.

3) Economically Disadvantaged

The Economically Disadvantage calculations for both the Adult and Youth Programs remain the same until the next census takes place.

A weight of 33.3333% is applied to each of the three data factors described above for each Local Area allocation.

HOLD HARMLESS REVIEW

After calculation of the WIOA distribution figures, a “hold harmless” review of funds is completed to ensure no area receives less than 90% of the previous two years’ allocation.

Excel spreadsheets are provided to the Local Areas with calculations.

- (iii) Dislocated worker employment and training activities in accordance with WIOA section 133(b)(2) and based on data and weights assigned.

As required in WIOA Sec. 133(b)(2)(B)(I) and TEGL 16-18, Commerce distributes funds to Local Workforce Development Areas, after the Governor reserves 15% for statewide activities and 25% for Rapid Response, based on characteristics as described below:

1) Areas of Substantial Unemployment

An area of substantial Unemployment (ASU) is defined as a contiguous area with a population of at least 10,000 with an unemployment rate of at least .6451. Presently these are defined by using census tracts in Kansas.

Once these areas are designated they are justified by ASU software which is issued by the Bureau of Labor Statistics (BLS) and then verified by BLS.

These areas are broken out by Local Workforce Development Areas (LWDA) the number of each in the LWDA is calculated as a percentage of the total.

ASU calculation by census tract: All are based on Census Employment from 2000 Census.

Percentage of tract x total county employment = census tract labor employment.
Percentage of tract x total county unemployment = census tract unemployment. These two numbers added together = tract civilian labor force.

To calculate unemployment:

Unemployment divided by civilian labor force = Unemployment Rate.

2) Excess Unemployment

Excess Unemployment is defined as any county unemployment that exceeds 4.5% of the county annual average total.

Calculation County Labor Force x 4.5%

Example Barber County: CLF = 2621 x 4.5%=118

The county unemployment average for Barber County for 2006 was 88 so there is 0 excess unemployment.

Example Reno County: $CLF = 33119 \times 4.5\% = 1491$

The county unemployment average for Reno County for 2006 was 1519 so there is a total of $28\ 1519 - 1491 = 28$ excess unemployment in Reno County.

Each of the LWDA's is then calculated as a percentage of the total of the WIOA Allocation.

3) Economically Disadvantaged

The Economically Disadvantage calculations for both the Adult and Youth Programs remain the same until the next census takes place.

A weight of 33.3333% is applied to each of the three data factors described above for each Local Area allocation. Additional information considered includes:

1) Continued Claims

These continued claims are claims without earnings. For this calculation it is the accumulation of all continued claims without earning, i.e., regular, commuter and interstate claims. The regular claims are compiled from the state BARI file and sent to us the first Wednesday of each month by IT the file is called DOWNLAUS and is located at L:\FTP\ These are put into the a file called Claims entry and it is located at L\LAUS-MLS\ for this all twelve months of the calendar year are added together by county then divided by 12 to get the annual average.

The commuter and interstate claims come from other states; all of these claims are added to the claims entry file and become part of the annual average by county.

For this calculation the annual average of each county is sorted by LWDA and added together.

The calculation for Percent Distribution is Local Area total divided by state total.

2) Unemployment

Unemployment it is the annual average unemployment for each county during the calendar year and sorted into SDA's. The Unemployment numbers are produced by the LSSPlus System.

The calculation for Percent Distribution is Local Area total divided by state total.

3) Layoffs

The layoffs are produced by the Mass Layoff System (MLS); these are the total separations for the calendar year and sorted by LWDA.

The calculation for Percent Distribution is Local Area total divided by state total.

4) Mining and Manufacturing Job Gains/(Losses)

This is a five year comparison of the same four quarter period. These data come from the QCEW data. In this allocation the quarters used were 3rd and 4th quarter of 2000 and 1st and 2nd quarter of 2001 the quarters compared to the same quarters in 2005 and 2006. These four quarters of data are added together by county and divided by 12 to get an annual average for the period. These county data are sorted by SDA.

The calculation for Percent Distribution is Local Area total divided by state total.

5) Farm Gains/(Losses)

Farm or Agriculture employment is derived from the 2000 Census Agriculture employment. Each month BLS supplies a ratio that is applied to the Census employment and the month farm employment is made by county. For this allocation the 5 year period 2001 and 2006 are compared by county. The employment tables are located in L:\LAUS-MLS\Farm.

The calculation for Percent Distribution is Local Area total divided by state total.

6) Final Payments

Final Payments are accumulated just as the continued claims are and they come from the same reports at the same time. They are summed by county and sorted by LWDA.

The calculation for Percent Distribution is Local Area total divided by state total.

THE FINAL ALLOCATION:

All previously described calculations become part of the allocation .

HOLD HARMLESS REVIEW

After calculation of the WIOA distribution figures, a “hold harmless” review of funds is completed to ensure no area receives less than 90% of the previous two years’ allocation.

Excel spreadsheets are provided to the Local Areas with calculations.

(B) *For Title II:*

- (i) Describe how the eligible agency will award multi-year grants or contracts on a competitive basis to eligible providers in the State, including how eligible agencies will establish that eligible providers are organizations of demonstrated effectiveness.

The Kansas Board of Regents is the State’s eligible agency for adult education and will directly distribute funds for a period of five years based on a competitive, multi-year grant starting July 1, 2020. Following the implementation of services, providers will apply on an annual basis for continued funding under Title II. All providers will be subject to the same funding cycle. Applications received from eligible providers will be evaluated using the 13 considerations named in Section 231(e) of WIOA.

The following steps will be taken in conducting the AEFLA competition:

- RFP aligned with State Plan released in January of 2020
- Bidder's conference held January 24th, 2020
- Grant proposals submitted to KBOR March 13th, 2020
- Grant proposals sent to Local Area Board for review March 30th, 2020
- Proposals returned with Local Area comments on alignment with Local Plan April 30th, 2020
- Reviewers meet to evaluate proposals in May of 2020
- Grant award notifications sent out June 2020

Funds will be awarded within the five Local Areas based upon past performance and the estimated need in each applicant's proposed area of service.

To assess the extent to which the provider demonstrates alignment between its proposed activities and services and the strategies and goals of the local workforce development plan, the state will rely on the comments provided by the local workforce development board (LWDB) review teams during the competition process.

Kansas Board of Regents staff will collect eligible provider applications and electronically distribute them to the appropriate Local Boards thirty days prior to the submission deadline. Adult education staff will include a form with each application for Local Boards to use in making recommendations to promote alignment with the local plan. Local Boards will be expected to return the eligible provider applications with the completed recommendations form to the Board of Regents within thirty days. Adult education staff will consider the recommendations resulting from the Local Board review in determining the extent to which the application addresses the alignment between the eligible provider's proposed activities and services and the strategy and goals of the local plan.

Kansas Board of Regents will award funding to eligible providers for the provision of adult education services through a competitive RFP process. The agency will identify, evaluate, and award multi-year grants to eligible providers demonstrating effectiveness in providing adult education services to eligible individuals which may include: a local education agency; a community-based or faith-based organization; a volunteer literacy organization; an institution of higher education; a public or private nonprofit agency; a library; a public housing authority; a nonprofit institution with the ability to provide adult education and literacy services; a consortium or coalition of agencies, organizations, institutions, libraries, or authorities described above; and a partnership between an employer and an entity described above.

To demonstrate effectiveness in serving those individuals eligible for adult education, an applicant will be required to provide data that demonstrates that individuals receiving services were successful in achieving skill gains in applicable academic areas, **completing a high school equivalency, enrolling in postsecondary education, and/or obtaining employment.** Prior AEFLA funded applicants will provide data from the student

management information system and new applicants will be provided with a form to document prior student success **in the performance indicators listed.**

- (ii) Describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers.

Kansas Board of Regents adult education staff will ensure direct and equitable access to all eligible providers to apply for AEFLA funds by using available print and electronic resources. The Request for Proposals will be posted to the Kansas Board of Regents website. A notice regarding the opportunity to submit an RFP will be placed in the Kansas Register and will be accompanied by an official agency press release.

The same announcement, application, and application process will be used for all eligible applicants and all applications will be evaluated using the same process and criteria. All applications will be submitted to the Kansas Board of Regents. Awards will be made by the Regents staff following review of the applications.

(C) *Vocational Rehabilitation Program:*

In the case of a State that, under section 101(a)(2)(A)(i) of the Rehabilitation Act designates a State agency to administer the part of the Vocational Rehabilitation (VR) services portion of the Unified or Combined State Plan under which VR services are provided for individuals who are blind, describe the process and the factors used by the State to determine the distribution of funds among the two VR agencies in the State.

Kansas does not have a separate VR agency for persons who are blind or visually impaired.

(6) Program Data

- (A) *Data Alignment and Integration.* Describe the plans of the lead State agencies with responsibility for the administration of the core programs, along with the State Board, to align and integrate available workforce and education data systems for the core programs, unemployment insurance programs, and education through postsecondary education, and to the extent possible, the Combined State Plan partner programs included in this plan. The description of the State's plan for integrating data systems should include the State's goals for achieving integration and any progress to date.

- (i) Describe the State's plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.

Kansas has leveraged Workforce Data Quality Initiative grants to develop an effective interoperable data system using data sharing linkages among Core Partners to support the reduction of duplicative data collection, as well as provide an integrated reporting of accountability measures. Based on customer consent, Commerce currently shares data with Kansas Department of Labor and Kansas Board of Regents (Postsecondary Education.)

- (ii) Describe the State's plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in this plan.

Kansas has leveraged Workforce Data Quality Initiative grants to develop an effective interoperable data system using data sharing linkages among two Core and Required Partners to support the reduction of duplicative data collection, as well as provide an integrated reporting of accountability measures. Further, Commerce and Labor have agreed to sue a portal with a single customer sign on for both Title III and UI participants. The portal is expandable and will be offered to other partners as a single point of entry to multiple systems' participants in the coming years.

- (iii) Explain how the State board will assist the governor in aligning technology and data systems across required one-stop partner programs (including design and implementation of common intake, data collection, etc.) and how such alignment will improve service delivery to individuals, including unemployed individuals.

The State Board has included data alignment as a strategy in its Strategic Plan and will, as the WDQI project implementation continues, determine how to best help the Governor align the Core and Required Partner data systems. Some partners continue to believe their own HIPPA and FERPA statutes/regulations and State Statutes prevent them from aligning their data systems with the workforce development Management Information System.

- (iv) Describe the State's plans to develop and produce the reports required under section 116, performance accountability system. (WIOA section 116(d)(2)).

Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. States should begin laying the groundwork for these fiscal and management accountability requirements, recognizing that adjustments to meet the elements above may provide opportunity or have impact on such a fiscal and management accountability system.

Reports on performance accountability standards will be issued to the cognizant federal agencies consistent with federal requirements, as illustrated in the chart in Appendix 1. Data sharing agreements have been established, when possible, to facilitate reporting of the common accountability standards.

State—level reports are updated quarterly and distributed throughout the workforce system. Reports are published on web sites in accessible and usable formats consistent with W3C2AA (the US Department of Justice standard) and with the state standard defined in ITEC policy 1210. In this context, "usable" includes the accessibility standard of being equally easy and efficient to use, compared to regular print media. "Usable" also means that the information is presented in easy—to—understand formats, with headings and footnotes to help assure that readers have the opportunity for clear understanding of the information conveyed.

State level quarterly reports will include the required indicators for each Core Programs. Not all customers will be co—enrolled (based on individual needs). Additionally, title I programs will report the percentage of funds spent on client training.

For the six common WIOA performance measures each Core Program will have a monitoring and corrective action process at the state level that assures identified deficiencies, to the extent they occur, are addressed. This process is intended to be based primarily on data analysis but may also include other monitoring tools at the discretion of the Core Program. In the event of a corrective action plan being implemented, the partner will provide regular progress reports to the KWSB and other partners.

These processes are intended to define performance metrics for exceptional, satisfactory and needs—improvement levels. As such, these defined performance levels are intended to acknowledge good performance and be an early—alert system for indicators or areas needing improvement.

- B. Corrective action plans will be implemented with the intention of improving performance immediately during the year being measured as well as future years.
- C. Elements to be addressed in the corrective action plans may include: the measure being addressed, the target performance, the current performance, any required actions that are mandated, the strategies that will be undertaken to improve performance, critical deadlines, dates for status reports, technical assistance to be provided and persons responsible for carrying out the plan.
- D. If a program intends to or has the authority to apply sanctions, the policy and procedure related to this action must be specified.

- E. Additionally each local area will have a monitoring and corrective action process defined for Title IB and III.

Baseline performance data have been collected in the first two years and Titles I and III are days away from negotiating performance goals.

Performance targets will not be used to exclude otherwise eligible individuals with disabilities or significant barriers to employment from access to services.

- WIOA emphasizes services to individuals with barriers to employment. The term “individual with a barrier to employment” [Sec.3(24)] means a member of one or more of the following populations:

- o Displaced homemakers
- o Low—income individuals
- o Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166
- o Individuals with disabilities, including youth who are individuals with disabilities.
- o Older individuals
- o Ex—offenders
- o Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 USC. 14043e—2(6), or homeless children and youths (as defined in section 725(2) of the McKinney—Vento Homeless Assistance Act (42 USC. 11434a(2)
- o Youth who are in or have aged out of the foster care system
- o Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- o Eligible migrant and seasonal farmworkers, as defined in section 167(i)
- o Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 USC. 601 et seq.)
- o Single parents (including single pregnant women)
- o Long—term unemployed individuals
- o Such other groups as the Governor involved determines

The KWSB has emphasized that specific wage targets must not be used as a factor in determining whether an individual can access services for which they would otherwise be eligible.

- o The KWSB policy is intended to continue equal access to services for persons with disabilities and other significant barriers to employment.

- o Participation in services will be monitored to make sure the above identified disaggregated groups are proportionately represented.
- o Data on targeted outreach activities to these populations will be collected and monitored.
- o Baseline data will be collected during the first two years of implementation of this plan.
- o Additional methods to facilitate and monitor performance related to this policy will be further investigated by the Core Partners through the State Plan Management Team for implementation.
- o Further, the potential for individuals in the target populations listed above will not be defined by low expectations. This issue will be addressed through professional training and cultural awareness developmental activities.

The existence of “lag time” between when verifiable outcomes are reported and validated, and when accountability reports are due may have the impact of not fully acknowledging all outcomes achieved. An example is the lag time between customer exit from services and verifiable data matching, such as wage information or achievement of credentials, being available for timely reporting. It is essential that the issue of lag time and its impact on reporting of outcomes achieved be fully explained to all audiences so that there is a clear understanding of data reported and its limitations. Reports must include standardized footnotes addressing this issue. In addition, data sources that are more readily available, and thus lessen the impact of lag time, will be investigated. Lag time should be a consideration in assessing performance and implementing corrective action plans.

- (B) Assessment of Participants’ Post-Program Success. Describe how lead State agencies will use the workforce development system to assess the progress of participants who are exiting from core programs in entering, persisting in, and completing postsecondary education, or entering or remaining in employment. States may choose to set additional indicators of performance.

The Commerce Management Information System (MIS) is used to record and track participants Titles I and III, other workforce programs such as TAA, JVSG and other competitive programs administered by Commerce as appropriate. The MIS is also used to provide required federal reporting. Program managers in Wagner-Peyser, TAA, JVSG, SCSEP and WIOA Title I use the MIS to report and track individual progress and to make decisions regarding any services needed both during active participation in educational programs and employment and during the periods of performance after exit from services as required. This same system downloads wage information through an agreement with Labor to record wages at required intervals post-release. The State Workforce Board reviews this performance quarterly to monitor system efficiency and effectiveness.

Regents will use the workforce development system to assess the progress of participants exiting from the program and entering postsecondary education or employment by tracking participants using the primary indicators of performance and tracking individual postsecondary enrollment for up to three years after program exit.

Adult education participants enrolling in postsecondary education will be tracked through the Regents data collection for universities and community and technical colleges within the state of Kansas. This data will allow the State to follow the progress of participants who are exiting from Core Programs in entering, persisting in, and completing postsecondary education, or entering or remaining in employment.

Vocational Rehabilitation will use the SWIS for tracking employment and will pursue the necessary data sharing agreements to track progress in postsecondary education within the capacity of its existing 30-year-old legacy system for data collection and reporting.

- (C) *Use of Unemployment Insurance (UI) Wage Record Data.* Explain how the State will meet the requirements to utilize quarterly UI wage records for performance accountability, evaluations, and as a source for workforce and labor market information, consistent with Federal and State law. (This Operational Planning element applies to core programs.)

Title IB, II and III have data sharing agreements with the Kansas Department of Labor to access wage data per participant.

Vocational Rehabilitation will use the SWIS to access wage data per participant.

- (D) *Privacy Safeguards.* Describe the privacy safeguards incorporated in the State's workforce development system, including safeguards required by section 444 of the General Education Provisions Act (20 U.S.C. 1232g) and other applicable Federal laws.

Data governance documents have been developed by the Department of Commerce (Titles I and III of WIOA) and Adult Education (Title II of WIOA) in the first phases of the Workforce Data Quality Initiative (WDQI) in Kansas. Privacy safeguards are at the forefront of data governance, which defines how data assets are managed within an organization, agency or collaborative partnership. Data governance also addresses issues of risk management to assure that all appropriate federal and state statutes and regulations related to data security and confidentiality are adhered to strictly.

The partner agencies plan to promote the responsible and legal sharing of data using participant consent to match data at the individual record level. Aggregate data, **without** personally identifiable information, will be shared across workforce programs, providing an integrated reporting of performance indicators.

Data sharing agreements have been or will be developed to include all required partners and will include compliance for sharing data as required by federal and state laws to

protect the privacy of participants. Data sharing agreements include or will include the data to be shared, who will receive the data, and how the data will be used. Data sharing agreements and data governance documents will ensure that personally identifiable information is protected.

- (7) Priority of Service for Veterans. Describe how the State will implement and monitor the priority of service provisions for veterans in accordance with the requirements of the Jobs for Veterans Act, codified at section 4215 of 38 U.S.C., which applies to all employment and training programs funded in whole or in part by the Department of Labor. States should also describe the referral process for veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program's Disabled Veterans' Outreach Program (DVOP) specialist.

The Department of Commerce State policy (Policy Number: 2-01-01), states that each Local Board develops and maintains a policy to address how priority of service to veterans and other covered persons will be applied. The Local Board policy ensures all veterans are given priority over program eligible non-veterans for all available services. Individuals meeting both the veterans' and the mandatory priorities or spending requirements for the program obtain the highest preference. In accordance with VPL 07-09, the Department of Commerce adheres to all US Department of Labor regulations, that governs veteran priority of service.

Veterans are:

- *Identified at the point of entry to programs & services*
- *Made aware of priority of service*
- *Made aware of full array of programs and services available to them*
- *Take precedence over non-veterans in accessing and obtaining services*

Staff are strategically placed in **KANSASWORKS** American Job Centers aimed at meeting the needs of all veterans with significant barriers to employment. WIOA partners trained in case management will assess and serve veterans at all local workforce center locations. Kansas has integrated all DVOP specialists into the AJC's system through assignment to a Workforce Center. Veterans are initially identified by a front desk member. An assessment to identify any significant barriers to preventing employment (SBE) is conducted. Veterans with SBE's are referred to a DVOP. Those who do not have SBE's are provided services through the workforce center staff. Despite the determination of SBE status, all veterans remain entitled to, and do receive Veteran Priority of Service. In addition, Kansas has developed a coordinated intake and information system through KANSASWORKS.com, the statewide job search and case management system to facilitate the provision of services to veterans

Veterans receive priority access to computers and resources when there is a waiting line to utilize those resources. Veterans receive a special designation on interview sheets and sign in sheets for employer job fairs conducted at AJCs and get first opportunity to

interview and/ or speak to employers. When program funds are limited, eligible veterans who qualify for funding assistance are granted priority over non-veterans for non-obligated funding assistance. Veterans' resumes are searched first when new job orders are created by any workforce center staff. Qualified vets are then contacted by that staff and informed of the new position.

Each Local Board develops and maintains a policy to ensure other federally funded service providers provide priority of services to veterans and other covered persons.

Monitoring Priority of Service

Priority of Service is monitored by the State Veterans Services Manager who examines Local Board policies and procedures, reviews reports produced through KANSASWORKS.com, conducts on-site monitoring, and checks all websites developed with funding from impacted programs or grants to insure priority of service is provided to veterans. Additionally, the State Veteran Service Manager and Regional Operational Managers randomly select and contact veterans who have received services at the American Job Center, to survey treatment, activities and the quality of services provided at the American Job Center.

Using the data within KANSASWORKS.com, the state utilizes quarterly cumulative reports to identify selected activities performed by all workforce center staff, on behalf of veterans and non-veterans. This report allows the State Veterans Services Manager to rapidly identify services provided to veterans by grant-funded staff versus other workforce center staff and any services provided to non-veterans by grant-funded staff.

- (8) Addressing the Accessibility of the One-Stop Delivery System for Individuals with Disabilities. Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners), will comply with section 188 of WIOA (if applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) with regard to the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. This also must include a description of compliance through providing staff training and support for addressing the needs of individuals with disabilities. Describe the State's one-stop center certification policy, particularly the accessibility criteria.

Each workforce partner and local area must comply with both program and physical accessibility requirements consistent with Title II of the Americans with Disabilities Act, WIOA Section 188 and related federal guidance, and the Kansas Act against Discrimination. Policy 5-33-00 assures compliance and equal access and usability for all Kansans, regardless of disability and can be found at <https://ksworksstateboard.org/download/15/policies/429/5-33-00-equal-access-for-job-seekers-with-disabilities.pdf>

State One-Stop Certification policy also addresses accessibility requirements and can be found here <https://ksworksstateboard.org/download/15/policies/423/5-28-00-one-stop-certification.pdf>

The following key points, at a minimum, must be included in all program and local area accessibility policies.

- Qualified staff from each Core Partner or their designees will monitor physical and program accessibility on an annual basis using an agreed upon survey tool and guidelines.
- Co—location will occur only in fully accessible facilities using universal and barrier—free design principles.
- The workforce system will look at modifications or renovations to make facilities accessible. If that is not feasible, alternatives will be explored for relocating facilities that are not accessible, or that do not provide equal physical access for people with disabilities consistent with those of non—disabled customers.
- New or remodeled locations will use the principles of universal and barrier—free design and the ADA accessibility guidelines.
- Resource areas offer customers with disabilities publications in alternative formats and access to software, hardware, the Internet, and printed materials via assistive technology.
- All websites, web services, web content (including but not limited to text, charts, Audio and video) and web applications shall be accessible to and usable by individuals with disabilities at the same time the information is posted for the general public’s use. Information must be accessible and usable. Accessible means that services and facilities can be used independently by people with disabilities, with or without reasonable accommodations. Usable means that services, information and facilities are easy and efficient to use and understand, consistent with the experience of persons without disabilities.
- All partner and local area staff will be trained on disability and accessibility issues. All staff working in workforce development center resource areas will be trained and periodically certified on the use of assistive technology.
- All local programs funded under WIOA will establish policies for the provision of reasonable accommodations, including auxiliary aids and services, in a timely manner.

- (9) Addressing the Accessibility of the One-Stop Delivery System for Individuals who are English Language Learners. Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners) will ensure that each one-stop center is able to meet the needs of English language learners, such as through established procedures, staff training, resources, and other materials.

The Core Partners of the Kansas Workforce Development system ensure accessibility for English Language Learners through the following policies and procedures:

- All service delivery settings must assure that foreign language translation and sign language interpreting services are made readily available for customers. Frequently such services must be arranged by appointment. Bi-lingual staff are also available in many areas.
- Program information is published in languages other than English.
- Staff are trained to provide an individualized approach to services building on the language and cultural backgrounds of customers.
- Services are provided in integrated settings.

In addition to the common policies and procedures described above, each core program has specific accessibility components as follows:

For Titles I and III, the **KANSASWORKS** website includes translation software, making information about the workforce system readily available to ELL.

Title II services for ELL are targeted to areas of the state that have a significant population identified as speaking English “less than well” through American Community Survey responses. Instructional services are provided for all levels of ELL at many current adult education programs. Eligible providers applying for ELL funding will be required to describe services, the need for those services, and how they will reach the ELL population.

In Title IV, Rehabilitation Services provides a full range of accommodations for vocational rehabilitation clients. The Kansas Commission for the Deaf and Hard of Hearing provides technical assistance and information/referral to staff and consumers statewide. Foreign language interpreting is provided as needed through use of interpreting contracts. When accommodations cannot be provided by staff directly, services may be contracted through a private individual or organization, such as a sign language interpreter or foreign language interpreters. When appropriate, family members may assist with communication if that is the customer’s informed choice.

IV. COORDINATION WITH STATE PLAN PROGRAMS. Describe the methods used for joint planning and coordination among the core programs, and with the required one-stop partner programs and other programs and activities included in the Unified or Combined State Plan.

In September 2014, the Kansas Department of Commerce (Commerce), the state workforce and economic development agency, convened leadership from the Kansas Department of Labor (KDOL), the Kansas Board of Regents (KBOR) and the Kansas Department for Children and Families (DCF) to discuss implementation of WIOA. KDOL administers Unemployment Insurance and generates and analyzes Labor Market Information; KBOR oversees the Adult Education and Family Literacy program and coordinates Kansas public postsecondary community colleges, technical colleges and governs public state universities; DCF is responsible for Rehabilitation Services, TANF, SNAP and multiple other social services. WIOA Core Partner leadership established the State Plan Management Team (SPMT) to work as directed by the State Board to develop

the WIOA Combined State Plan. In November of 2014 the SPMT determined workgroups would review the current system, research policy, procedure and practices, make recommendations for the WIOA State Plan and produce plan narrative as directed by the State Board. Each modification of the Combined State Plan and any new elements addressed in the State Plan have occurred through the SPMT.

V. COMMON ASSURANCES (for all core programs)

The Unified or Combined State Plan must include assurances that:

1. The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts;

2. The State has established a policy to provide to the public (including individuals with disabilities) access to meetings of State Boards and local boards, and information regarding activities of State Boards and local boards, such as data on board membership and minutes;

3. The lead State agencies with optimal policy-making authority and responsibility for the administration of core programs reviewed and commented on the appropriate operational planning elements of the Unified or Combined State Plan, and approved the elements as serving the needs of the populations served by such programs;

4. (a) The State obtained input into the development of the Unified or Combined State Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administering the core programs, required one-stop partners and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, including other organizations that provide services to individuals with barriers to employment, and the general public, and that the Unified or Combined State Plan is available and accessible to the general public;

(b) The State provided an opportunity for review and comment on the plan by the State Board, including State agency official(s) for the Unemployment Insurance Agency if such official(s) is a member of the State Board;

5. The State has established, in accordance with WIOA section 116(i), fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through allotments made for the core programs to carry out workforce development activities;

6. The State has taken appropriate action to secure compliance with uniform administrative requirements in this Act, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the uniform administrative requirements under WIOA section 184(a)(3);

7. The State has taken the appropriate action to be in compliance with WIOA section 188, Nondiscrimination, as applicable;

8. The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;

9. The State will pay an appropriate share (as defined by the State board) of the costs of carrying out section 116, from funds made available through each of the core programs;

10. The State has a one-stop certification policy that ensures the physical and programmatic accessibility of all one-stop centers with the Americans with Disabilities Act of 1990 (ADA);

11. Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate; and

12. Priority of service for veterans and eligible spouses is provided in accordance with 38 USC 4215 in all workforce preparation, development or delivery of programs or services funded directly, in whole or in part, by the Department of Labor.

